

TOWN OF ANDOVER



TOWN MANAGER'S RECOMMENDED FISCAL 2022 BUDGET & FINANCIAL PLAN

**ANDREW P. FLANAGAN
TOWN MANAGER**

FEBRUARY 5, 2021



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Andover
Massachusetts**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

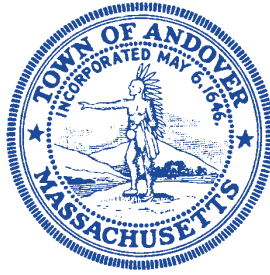


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SECTION 1



INTRODUCTION



A Citizen's Guide to the Budget

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Town Manager's Recommended FY 2022 Budget & Financial Plan is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This section of the Town Manager's Recommended FY 2022 Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Andover.

The Budget Process

The Town of Andover is governed by the Town Charter by which a popularly elected, five-member Select Board appoints a professional manager to administer the daily operation of the Town. The Town's legislative body is Open Town Meeting in which any registered voter of the Town of Andover may partake and vote. There are nine (9) precincts in Andover. The Town Manager is the chief executive officer of the Town, responsible for managing the day to day business of Town departments.

In accordance with the Town Charter and bylaws, the Town Manager must annually submit a budget to the Select Board. Andover has a long tradition of developing a budget that clearly defines departmental missions, goals and objectives. The annual operating and capital budgets are submitted as part of the Town Manager's annual budget. The Select Board and Finance Committee review the annual budget February through April and submit their recommendations to Town Meeting. Town Meeting then votes to adopt both the operating and capital budgets at the Annual Town Meeting.

It is important to note that the financial and budgetary information presented in the annual budget are projections and are subject to change prior to Town Meeting. For definitions of terms used in the annual budget, refer to the Glossary of Terms.

For prior year budgets and plans, plus additional financial documents please visit www.andoverma.gov.

For more detailed information on the budget process, please refer to Section IX of this document.

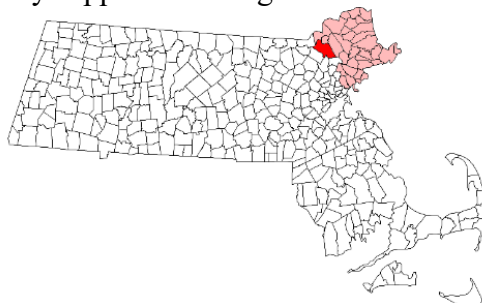
Community Profile

The Town of Andover is located 22 miles north of the state's capital, Boston, Massachusetts, and is home to over 33,000 residents living in a suburban community of 32.1 square miles of which 31 (96.5%) square miles is land and 1.1 (3.5%) square miles is water. The Town was settled in 1642 and incorporated in 1646.

Andover is one of thirty four communities located in Essex County. It contains the western most point of Essex County situated along the Merrimack River. In addition to the Merrimack River, other significant water areas include the Shawsheen River and Haggetts Pond, the latter of which serves as the Town's reservoir. Residents of Andover enjoy a multitude of natural resource areas such as Pumps Pond, the Harold Parker State Forest, the Charles W. Ward Reservation, the Harold R. Rafton Reservation and the Deer Jump Reservation, to name just a few.

Andover's quality of life is also enhanced by its reputable school system, commitment to public safety and active civic life. The Town is located at the intersection of Interstates 93 and 495 and has two commuter rail stops. All of which provide for accessible commuting options to Boston and other points east, west, north and south.

The Town's vibrant downtown district and strong commercial and industrial tax base have enabled local officials to provide the quality municipal services for which its residents have come to expect. Efforts of which are profoundly supported through the Town's active civic involvement.



Name: Town of Andover	Settled: 1642
County: Essex	Incorporated: 1646
Total Area: 32.1 Sq. Miles	Population: 33,201 (2010 Census)
Land: 31.0 Sq. Miles	Elevation: 180 Feet
Water: 1.1 Sq. Miles	Coordinates: 42°39'30"N 71°08'15"W
Public Roads (Town): 188 Miles	Website: http://www.andoverma.us
Public Roads (State): 23 Miles	Schools: Pre-K through Grade 12
Form of Gov't: Open Town Meeting	
FY21 Residential & Open Space Tax Rate: \$15.29	
FY21 Avg. Single Family Home Value: \$695,153	

**JOINT SELECT BOARD AND FINANCE COMMITTEE MEETING SCHEDULE
FY2022 BUDGET AND 2021 WARRANT ARTICLE REVIEW**

February 2021

Fri. 5th Town Manager's Recommended FY2022 Budget Released (on Town website)

March 2021

Mon. 22nd Town Manager Presents FY2022 Budget to Select Board
Warrant Article Votes (Select Board)

April 2021

Thur. 1st Full Budget Book Released

Mon 5th Warrant Article Votes (Select Board)

Sat. 10th All Town Department Budgets (Virtual)

Mon. 26th Budget and Warrant Article Votes (Select Board and Finance Committee)

Fr. 30th Chair Letters Due to Finance Committee

May 2021

Fri. 21st Finance Committee Report to the Printer

Wed. 28th Finance Committee Report mailed to Residents

June 2021

Sat. 5th 2021 Annual Town Meeting

TOWN OF ANDOVER

MISSION & VALUES STATEMENT

*Developed by the
Select Board, Town Manager, and Town Department Heads
Adopted by the Select Board on October 6, 2003*

The mission of the Town of Andover is to ensure the safety, education, and well-being of the community; to be a leader in the delivery of efficient and effective quality services that respond to community needs; to promote the continuous improvement of staff skills and performance; to encourage an environment of trust; to respect cultural and economic diversity; and to preserve the historic character of the community.

The Select Board, as the chief policy makers for the Town of Andover, Massachusetts, will provide leadership in advancing the following primary and supporting values:

VALUE 1 – ENSURE THE SAFETY, EDUCATION, AND WELL-BEING OF THE COMMUNITY

- 1.1 Protect the safety of persons and property
- 1.2 Maintain the high quality of education for all
- 1.3 Maintain the Town’s infrastructure
- 1.4 Promote public health programs and awareness
- 1.5 Manage the impact of non-municipal public utilities
- 1.6 Support human/community services
- 1.7 Ensure compliance with regulatory requirements
- 1.8 Identify and promote economic opportunities

VALUE 2 – BE A LEADER IN THE DELIVERY OF EFFICIENT AND EFFECTIVE QUALITY SERVICES THAT RESPOND TO COMMUNITY NEEDS

- 2.1 Deliver innovative municipal services
- 2.2 Encourage cost saving initiatives
- 2.3 Assess and prioritize community needs
- 2.4 Maintain the Town’s “AAA” bond rating

VALUE 3 – PROMOTE THE CONTINUOUS IMPROVEMENT OF STAFF SKILLS AND PERFORMANCE

- 3.1 Recruit, develop, and retain a highly skilled workforce

- 3.2 Promote and recognize municipal professionalism
- 3.3 Measure, evaluate, and improve performance

VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY

- 4.1 Uphold high ethical standards
- 4.2 Value teamwork and cooperation
- 4.3 Promote open communication with the public
- 4.4 Solicit citizen participation
- 4.5 Recognize the outstanding contributions of citizens

VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY

- 5.1 Promote diversity in the workforce and community
- 5.2 Provide services that are accessible, fair, and equitable
- 5.3 Support housing alternatives

VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY

- 6.1 Celebrate Andover’s unique heritage
- 6.2 Protect and acquire open space

THE ANDOVER VISION

As citizens of Andover, we are grateful to those in the past who nurtured the attractive, well managed, and vibrant town that we enjoy today. At the same time, we are mindful of our current stewardship and the fragile nature of much that we cherish. We have confidence that the most promising approach to the future is to acknowledge and act upon the values that we share. This is our Vision and our hopes and commitments for the Andover of the future. Vision 21 Committee – July 26, 2004

QUALITY EDUCATION

We will offer a rich and challenging public education that builds essential skills and knowledge that support a broad range of academic and vocational options, enable successful participation in our society and culture, and sustain curiosity and learning in a world of new and ever changing opportunities. We will cultivate the public library as a resource for lifelong learning and enrichment and as facilitator for the flow of information throughout the community. We will find ways to protect the quality of these institutions through fluctuating economic cycles.

OPEN SPACE AND RECREATION

We will continue to acquire and protect open space as a crucial natural resource that helps to maintain the character of the town, offers access to both active and passive recreation, and provides an important natural system for water recharge, flood control, and wildlife habitat.

VIBRANT DOWNTOWN

We will maintain our downtown as an attractive and vibrant center with a mix of commercial and public activities, historical elements, and parks. We will use permits, zoning guidelines, and planning approvals to attract and keep pedestrian-friendly street-level enterprises.

SMALL-TOWN CHARACTER

Even as the Town continues to grow, we will actively seek to identify and preserve those elements — town layout and scale, central focus, community-wide activities, respect for historical structures, and residential mix that give Andover its small-town character.

CITIZEN PARTICIPATION

We will govern ourselves in a manner that encourages participation by all, that consistently provides adequate information for making informed choices, and that acts to preserve our investment and the interests of the community as a whole. We will acknowledge the needs of others and consider compromises that are in the best interest of the Town and region.

HISTORICAL HERITAGE

We will maintain strong and consistent zoning that protects historic buildings and places, and we will support the institutions that protect and promote Andover's historical heritage.

CULTURAL DIVERSITY

We will be respectful of Andover's many races, ethnicities, religious beliefs, and lifestyles. We will facilitate public events that celebrate diversity and provide opportunities for sharing cultural traditions. As a community, we will not tolerate acts of hatred or persecution.

FINANCIAL STABILITY

We will follow prudent financial practices that balance consistent high-quality services, private vs. public responsibility, stable tax rates, and responsible levels of debt. We will set ambitious goals but live within our means. In making financial decisions, we will include an understanding of long-term costs and consequences, particularly to the environmental integrity of the Town. We will consider regional partnerships that offer more effective and economical options, and we will manage the impact of our decisions on property values relative to similar communities.

HEALTHY AND SAFE ENVIRONMENT

We will protect public health and safety through careful monitoring and enforcement of environmental, health, and safety regulations and by continuing to provide effective and responsive fire and police protection and beneficial public health services.

MANAGEMENT OF NATURAL RESOURCES

We will manage and protect our natural resources, particularly water, in a manner that acknowledges our responsibility to future generations and to other communities that share those resources. We will monitor air quality and take measures to mitigate negative effects of emissions from vehicles, regional incinerators, and industrial facilities.

TOWN SERVICES

We will provide effective and efficient services that build and maintain Town infrastructure, handle Town business, and assist citizens. We will use technology to facilitate interdepartmental communication and efficiency, and to provide public access to Town information.

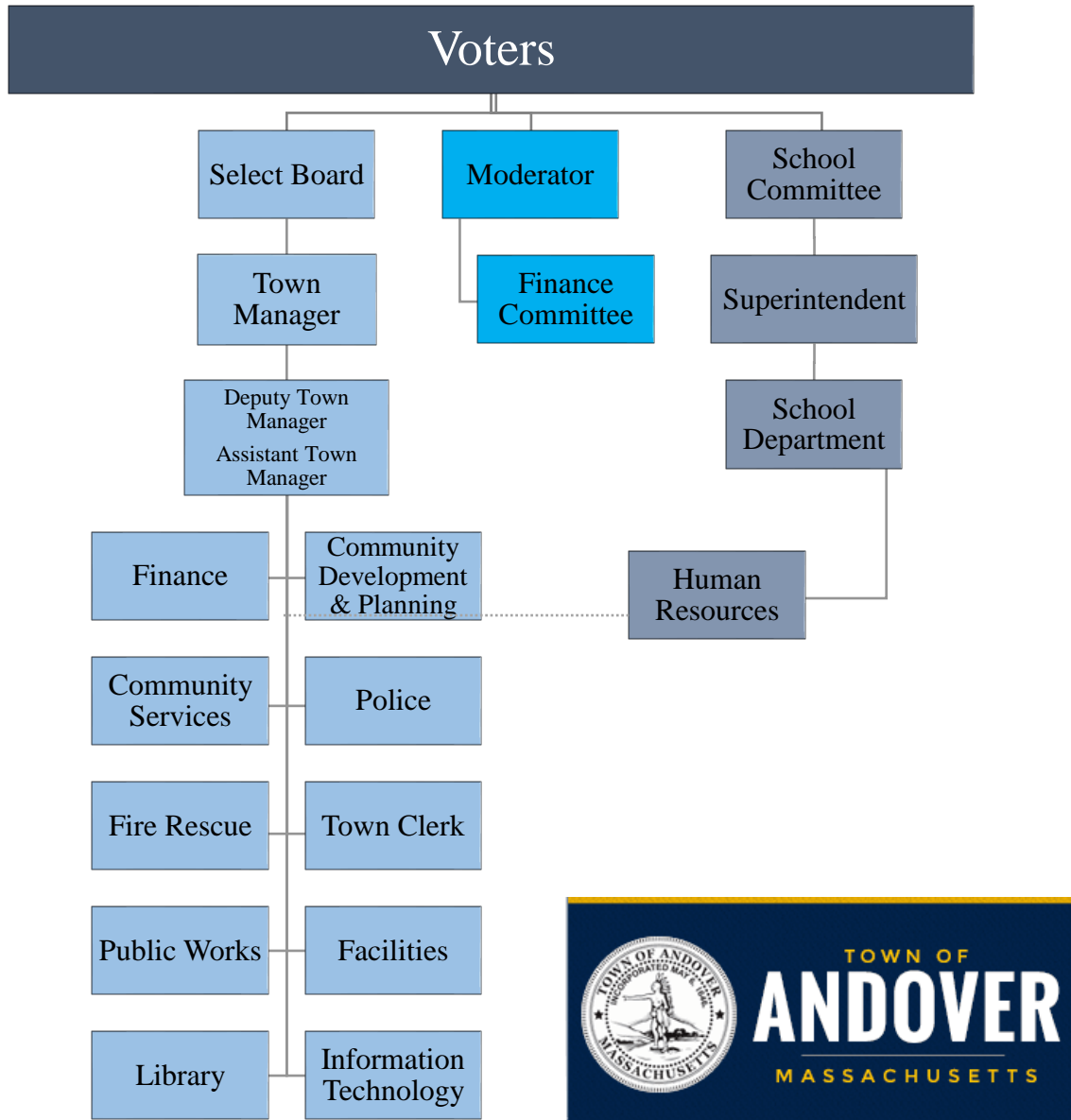
HUMAN SERVICES

Through our department of community services, other Town programs, and religious institutions, we will sponsor services and programs, facilities, outreach, and recognition to veterans, seniors, youth, and the disabled or disadvantaged among us. We will foster connections among all citizens to help us to appreciate, learn from, and support one another.

TRANSPORTATION

We will monitor changing commuting patterns and side-effects on air and water quality, noise, and traffic. We will work within the region to strengthen opportunities for regional transit, rail travel, commuter buses, and improved connections with mass transit hubs. We will seek solutions to local needs for downtown and commuter parking, for safe and efficient traffic flow, and for shuttle service to local facilities and services. We will encourage foot and bicycle travel as an alternative to automobiles, whenever feasible.

ORGANIZATIONAL CHART

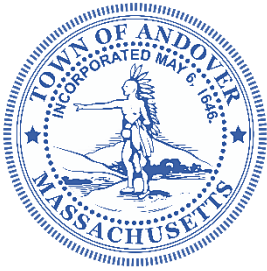


The Mission of the Town of Andover is to ensure the safety, education, and well-being of the community; to be a leader in the delivery of efficient and effective quality services that respond to community needs; to promote the continuous improvement of staff skills and performance; to encourage an environment of trust; to respect cultural and economic diversity; and to preserve the historic character of the community

SECTION 2



TOWN MANAGER'S TRANSMITTAL LETTER



TOWN OF ANDOVER

TOWN MANAGER'S OFFICE

36 BARTLET STREET

ANDOVER, MA 01810

(978) 623-8200

WWW.ANDOVERMA.GOV

Andrew P. Flanagan
Town Manager

February 5, 2021

To: Honorable Chair Ann W. Gilbert & Members of the Select Board
Honorable Chair Eugenie M. Moffitt & Members of the Finance Committee

I hereby transmit to you the recommended FY 2022 operating and capital budgets. The Town Manager's Recommended Budget as proposed totals \$212,489,922, which is an increase of \$3,138,696 (1.50%) from the current budget. The Water & Sewer Enterprise Funds, which are exclusive of the General Fund, total \$14,413,546 as proposed, which is an increase of \$5,722,762 (65.85%). The total available increase for Town and School Operations is \$4,772,921, which represents an increase of \$1,196,170 (2.75%) for Town operations and \$3,346,751 (3.75%) for School operations. The Town budget will increase by an additional \$230,000 (0.55%) in order to account for a transfer from employee wages to the Unfunded Liability Offset account. \$7,439,759 will be either raised or appropriated to fund non-appropriated expenses, state assessments and certain capital projects.

Included with this letter is a summary of the budget. Over the coming several weeks, adjustments to the budget may be necessary as we monitor changes to state aid and our local receipts revenue. This may require adjustments to our underlying budget assumptions. I look forward to releasing our full budget book with our traditional supporting detail in the coming weeks.

Over the past several months, the Administration defined the fundamental goals and objectives from which the FY 2022 budget has been developed. Those goals are as follows:

- Develop an FY 2022 budget that is within the limitations of Proposition 2 ½ and in compliance with Town and Select Board financial policies, goals and objectives;
- Maintain a level service budget, while identifying opportunities to improve service delivery through efficiency and a commitment to collaboration and innovation;
- Maintain employee compensation in a manner that provides opportunities for equity through modest adjustments that are consistent with the Town's long-term financial planning efforts;
- Continue to aggressively manage employee benefits and associated impacts, both short and long term;
- Identify opportunities to reduce the Town's unfunded liabilities, including pension and OPEB costs;
- Continue developing a long-term financial model that provides for predictability and sustainability of operations;
- Establish a capital program that is based on an annual spending target (5.72%) for cash and debt appropriations that provides the Town with the ability to expand capital capacity and fund investments in both infrastructure and facilities within the limitations of Proposition 2 ½; and

- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

Balancing Community Needs with Fiscal Responsibility

Throughout the budget process, considerable attention has been given to balancing the needs of the community and expectations of Andover's residents with the need to develop a financing plan that is fiscally responsible. Achieving this balance was especially challenging as we grappled with the realities of COVID-19 and its impacts on revenue collections. As part of this balancing, each department budget was carefully examined and department and division heads were challenged to consider measures that maximize productivity of the organization while ensuring the effective delivery of quality services within available resources. Our assumptions are explicitly conservative given the uncertainty of the short and long term impacts of COVID-19 and the long road to a full recovery. Accordingly, the following revenue and expenditure assumptions were used to develop the FY 2022 recommended budget:

Revenues

- **Tax Levy** to increase by the 2.5% (less Excess Levy Capacity) as allowed by Proposition 2 ½ plus New Growth.
- **New Growth** estimate is based on an adjusted 10-year average of actual New Growth.
- **Local Receipt** estimates are based on trend analysis of actual collections by category and reflective of the impacts of COVID-19.
- **State Aid** projections have been adjusted to reflect the Governor's Budget proposal (H1).
- **Free Cash** to be appropriated only for one-time capital expenditures while maintaining a balance that will provide for a stable amount of Free Cash in future years.

Expenditures

- **Town and School Operating Budgets** to increase only by the amount of available funds after meeting the funding requirements of all obligations.
- **Retirement** contribution will total \$12,897,390, per the existing funding schedule established by the Retirement Board.
- General Fund **Other Post Employment Benefit (OPEB)** funding will be based on the following:
 - 0.4% of the FY 2017 budget plus a 2.5% annual increase.
 - Appropriating to the OPEB Trust Fund the incremental annual savings in the health insurance budget from the OPEB Reform Plan that was adopted in April of 2016.
- **Employee Health Insurance** expense to increase by 3.62%, net of transfers to the OPEB Trust Fund and savings from increased employee contributions.
- Total appropriation to fund **Capital Expenditures** (cash and non-exempt debt) will be based on a 5.72% of the adjusted revenue budget.

Based on the assumptions as outlined above, Town departmental personnel and expense budgets are increasing by a total of \$1,426,170 (3.30%), of which \$230,000 (0.55%) will be transferred directly to the Unfunded Liability Offset account. The net increase in the Town budget is 2.75%. Some of the more significant budget changes include the following:

Compensation & Unfunded Liability Offset

Each of the Town's collective bargaining agreements are settled through June 30, 2022, with the exception the Police Patrolmen and Public Safety Communicators unions, which each had one-year agreements that expired on June 30, 2020.

The FY 2022 budget recommends that \$155,326 be appropriated to the compensation fund, which will be available to fund the settlements with the Police Patrolmen and Public Safety Communicators unions for both FY 2021 and FY 2022.

FY 2022 will be the third year that the Unfunded Liability Offset (ULO), which is a permanent and reoccurring funding source for our unfunded liabilities, has been included in the collective bargaining agreements with five of the seven unions. Under the ULO provision, employees will continue to contribute 1% of their regular pay, which will be transferred to an account that will be used to offset either the OPEB or pension unfunded liability. In FY 2022, this will result in approximately \$230,000, which will be transferred to a reserve account as part of the overall plan to fund the Town's unfunded pension liability. It is expected that the ULO will generate approximately \$5.7M between FY 2022 and FY 2040.

School Department - +\$3,346,752

The FY 2022 recommended budget for the School Department is \$92,593,452, a 3.75% increase over FY 2021. The FY 2022 School Department budget will assume a greater percentage of the cost of providing free All-Day Kindergarten which has been supported by the School Committee, Select Board and Finance Committee. The Kindergarten offset account, which is presented as a portion of the total school budget, will increase to \$246,735 and is consistent with the increase in Chapter 70 funding that was included in the Governor's budget. Allocating the entire increase in Chapter 70 funding in FY 2022 reflects the position of the Select Board, School Committee and Finance Committee, which was to use these funds to directly offset the costs of providing free All Day Kindergarten. A portion of this expense will continue to be offset by the School Department's Kindergarten Revolving Fund with the expectation that the cost will be fully integrated into the operating budget in FY 2023.

Department of Public Works - Solid Waste & Recycling - +\$308,493

For the third year in a row, costs associated with solid waste and recycling pickup and disposal are increasing significantly. The contract for solid waste disposal will increase by 10% (\$203,055), and costs associated with recycling collections are estimated to increase by 9% (\$104,328).

Fire Rescue - +\$170,000

In FY 2020, the Fire Department Ladder Aide budget was fully restored for the first time since necessary service reductions in 2008. The budget recommends that an additional \$70,000 be allocated to the Fire Rescue overtime account which, in addition to funding the Ladder Aide position, will continue to ensure appropriate staffing levels are met at each station and on each piece of apparatus. Also contributing to this increase is a result of reducing revenue offsets from ambulance fees by \$100,000. This is reflective of a reduction in emergency medical calls resulting in a transport to a medical facility. While there was a major demand for emergency medical services as a result of individuals needing treatment for COVID-19, the overall number of individuals needing to go to the hospital decreased as a result of fewer people leaving their homes and/or being at work during COVID-19.

Community Services - Andover DIVERSE - \$86,000

Over the last year, we have focused on the importance of building an inclusive and welcoming community. Community surveys, focus groups, and a new Commission on Diversity, Equity, and Inclusion have provided momentum to our collective and important work. Our workforce will continue to receive training on implicit bias and cultural awareness so that we are best prepared to make meaningful and intentional impacts in our daily work. Moving forward, our commitment to initiatives focused on diversity, equity, and inclusion may require the resources of a full-time staff position within our Community Services Department. I am grateful for the leadership of Director of Community Services Jemma Lambert, who has led these initiatives to date, but our ambitious program of work will require a dedicated professional. The recommendations of the Community Assessment, which are expected to be

released later this winter, will guide our next steps. In anticipation of the resources that may be necessary to implement those recommendations, a total of \$80,000 is recommended for salary and \$6,000 for associated expenses.

Employee Health Insurance

I do not anticipate that the Select Board will take any formal action to change health insurance plan design for FY 2022. That is mainly due to the fact that the Town does not expect official plan design changes from the Group Insurance Commission (GIC). Should that change, the Select Board may consider voting to invoke Section 22 of Chapter 32B. The recommended budget includes a projected 3.6% increase in employee health insurance costs for FY 2022, which is directly offset by the savings from both increased contributions from retirees (\$999,079) and active employees (\$595,703). The funds generated from the savings will be transferred to the OPEB trust fund. Over the next several months, the Town will continue to explore any additional opportunities for potential savings and evaluate the associated impacts.

Pension Funding

The Town's required appropriation to the pension fund will continue to put a significant burden on operating budgets. The current funding schedule requires an annual increase of approximately 8.35% in order to fully fund this liability pursuant to the existing funding schedule which is through 2037. The FY 2022 required appropriation is \$12,897,390. Over the course of the last several months, I have presented plans to address our unfunded pension liability along with the Town's other major liabilities as part of an Integrated Financing Plan. The Town's annual pension assessment will continue to pose significant operational challenges and the budget constraints resulting from the compounding annual increase will soon require service reductions. This represents the Town's most significant budgetary challenge and presents the greatest threat to our bond rating and overall financial condition. I expect that the principal components of the Integrated Financing Plan will be presented to Town Meeting in June for its consideration. The plan has been designed to reinforce our commitment to maintaining existing service levels while meeting our obligations to retirees in a manner that is respectful of the impacts to our taxpayers.

Other Post-Employment Benefits (OPEB) Funding

In FY 2018, GASB 75 required all municipalities to record their unfunded OPEB liability on their financial statements. When municipalities were notified of this change in GASB regulations over four years ago, Andover recognized its local impact and established a special commission to study the issue and develop recommendations to the Select Board and Town Manager.

Upon the release of the OPEB Advisory Committee's Report on March 31, 2016, the Select Board held public hearings on the report's recommendations. The Select Board charged the Town Manager with developing a plan to address the unfunded liability through an equitable and comprehensive approach.

On April 20, 2016, I presented a plan to the Select Board. The guiding principles of the plan included the following: a "phased in" approach to contribution increases, mitigating potential impacts to current retirees, maintaining a quality benefit plan for retirees and establishing a funding schedule that redirects any potential savings from changes to retiree premium contributions to the OPEB trust fund and therefore reducing Andover's long-term unfunded liability. FY 2020 was the fourth and final year of the phased approach.

The last component of the plan was to redirect any savings from increases in premium contributions to the OPEB Trust Fund. Based on the existing funding schedule and the plan adopted by the Select Board, it is estimated that the Town will fully fund its OPEB obligation in approximately thirty-eight (38) years. As a result of the existing funding schedule and other steps taken through collective bargaining, the Town is able to mitigate the overall rate of growth of the unfunded liability.

The FY 2022 recommended budget includes a total appropriation of \$1,812,001, which includes \$115,975 from the Water & Sewer Enterprise Funds and \$696,947 from the General Fund, which is 0.4% of the adjusted General Fund budget and \$999,079 from health insurance savings.

Water & Sewer Enterprise Funds

In April 2019, the Select Board adopted a comprehensive water rate plan to 1.) Accelerate the water main replacement program, 2.) Align paving restoration from the gas disaster with the water main replacement program, 3.) Alleviate brown water conditions through increased investment, and 4.) Fully take advantage of state financing programs. The plan, which was implemented in FY 2020, requires an annual 5% increase in water rates in FY 2021, FY 2022 and FY 2023. Following FY 2023, the plan requires that rates be increased by 3.5% for the following five years. Based on the plan, the Town will proceed with an historic \$6M annual investment in the water main replacement program in each year the rate is increased by 5% and with a \$5M annual investment in the succeeding five years based on a 3.5% annual increase in rates. The plan allows the Town to (i) reduce the schedule of the water main replacement program from 27 years to 15 years and to (ii) directly align both the repaving program associated with the gas disaster and the water main replacement program. This has provided the Town with the opportunity to capitalize on one-time revenues to efficiently address the aging water distribution system in the parts of Town impacted by the gas disaster. Furthermore, the Town sought and received approval from the State to take advantage of the State Revolving Fund Program (SRFP), which provides low interest loans for water infrastructure improvements that result from extraordinary events.

The Water Enterprise Fund continues to benefit from the ninety-nine year agreement through which the Town provides the Town of North Reading 100% of its potable water. The agreement will yield over \$1B in new revenue over its term and will subsidize the Water Enterprise Fund's operating and capital budgets by approximately 33%.

Pursuant to the prior rate study conducted in 2016, sewer rates will continue to increase by 2.5% in FY 2022. Both the FY 2022 recommended operating and capital water and sewer budgets are reflective of the rate structures adopted by the Select Board.

Capital Improvement Program & Maintaining Capital Capacity

The Town Manager's Recommended Capital Improvement Program for FY 2022 totals \$22,327,651. The following revenue sources provide the funding for the projects:

▪ General Fund Revenue	\$ 3,010,000
▪ General Fund Borrowing	\$ 6,595,000
▪ Use of Free Cash	\$ 1,983,372
▪ General Fund Exempt Borrowing	\$ TBD
▪ Special Dedicated Funds	\$ 1,364,279
▪ Water and Sewer Enterprise Funds	<u>\$ 9,375,000</u>
Total Recommendation	\$ 22,327,651

Establishing a "Target"

Standard and Poor's continues to affirm Andover's credit worthiness and the Town's "AAA" General Obligation bond rating, the highest rating assigned to municipalities. In fact, the most recent report gives Andover a "strong or very strong" rating on each of the seven assessment

factors: economy, budget flexibility, budgetary performance, liquidity, management conditions, debt and contingent liability profile and institutional framework.

Consistent with the Town's legacy of prudent financial planning and commitment to fiscal stability, we have continued to make a major commitment in developing a CIP that establishes predictability and consistency in the capital planning process. Departments, Senior Management and Town staff have been challenged to carefully plan future year requests. The key to successful capital planning is aligning projects with departmental priorities and scheduling major capital investments in a manner that responsibly integrates with the Town's debt schedule. Over the past year, I have presented a spending target that is both sustainable in the context of the limitations of Proposition 2 ½ and that ensures we are able to meet the long-term needs of our community. The non-exempt target remains at 5.72%. This is consistent with prior years but is slightly higher than the FY2021 CIP, which was reduced following adjusted revenue assumptions as a result of COVID-19. The recommended FY 2022 CIP is balanced and supports investments in all functions of Town government within the context of our target. The framework of the target is as follows:

Consistent with every year's CIP, future years assume the use of Free Cash. While the plan will evolve as we move forward, below is a summary of anticipated expenditures, and the financing plan for the next five years:

General Fund	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<i>Prior Non-Exempt Debt</i>	6,791,371	6,127,227	5,891,180	5,641,656	5,213,119
<i>Capital Projects from Taxation</i>	3,010,000	4,632,000	4,149,000	3,635,000	3,242,000
<i>New Non-Exempt Debt Service</i>		817,883	1,978,053	3,386,760	4,386,407
<i>Non-Exempt Debt To Be Issued FY20/FY21</i>	1,012,258	1,283,789	1,523,270	1,485,584	1,447,899
<i>Total Non-Exempt Tax Burden</i>	10,813,629	12,900,899	13,541,503	14,149,000	14,289,425
<i>Pro Forma Adjusted Revenue Budget</i>	192,441,689	200,401,745	206,937,922	212,635,323	219,074,505
<i>Budget for Plan at 5.72%</i>	5.72%	5.72%	5.72%	5.72%	5.72%
<i>Plan as % of Adjusted Revenues</i>	11,007,665	11,462,980	11,819,689	12,162,740	12,531,062
<i>Variance from Budget/Over(Under)</i>	(194,036)	1,437,920	1,721,814	1,986,260	1,758,363
<i>Potential Use of Free Cash</i>		1,437,920	1,721,814	1,986,260	1,758,363

Capital Project Fund (General Fund Revenue)

The recommendation for the Capital Project Fund is \$3,010,000 from General Fund Revenues. The recommendation for funding Town departments' requests is \$1,825,000 and \$1,185,000 for School Department requests. This split is consistent with the distribution of resources from the Capital Project Fund over the past several years.

Funding from General Fund Revenue includes funds for maintenance projects within our Town and school buildings, replacement of docks at Poms Pond, the replacement of police vehicles, a

Participatory Budgeting Program, and the first phase of our climate and sustainability action plan.

Free Cash

I am recommending \$250,000 of Free Cash be dedicated to Minor Sidewalk Repairs, which will complement our Sidewalk Program. A total of \$1,733,072 is recommended for Information Technology, including staff devices, student devices and platforms and infrastructure. FY 2021 was the final year cable funds were available for technology purchases. The COVID-19 pandemic has starkly illustrated that our students and staff need the ability to learn and work remotely. It has also challenged us to examine how and where we meet and collaborate. Given that much of the technology program is targeted for modifications that are required to teach, learn and operate in a new environment, Free Cash is the most appropriate funding source as it will not present an ongoing financial obligation beyond the potential duration of COVID-19.

This use of Free Cash is consistent with a multi-year plan to grow the balance available for appropriation and with the Department of Revenue (DOR) guidelines that Free Cash, as a nonrecurring revenue source, should be restricted to paying one-time expenditures, funding capital projects or replenishing reserves.

General Fund Borrowing

General Fund Borrowing includes several projects totaling \$6,595,000 for FY 2022. The sum of \$2,825,000 is being recommended for major school projects, which includes carpet replacement in the Andover High School Media Center, \$350,000 for Andover High School elevator repairs and renovations, \$300,000 for air conditioning in the Doherty Middle School library, \$1.5M for the Sanborn Elementary roof, \$200,000 for Sanborn Elementary front lot, \$75,000 for West Middle School asbestos removal, and \$200,000 for playground renovation at Wood Hill/High Plain. Five-hundred thirty thousand dollars is recommended for Town and school energy initiatives. Other important projects funded from borrowing include: replacement of fire rescue apparatus, public safety communication systems, public works vehicles, and the construction of a maker space in Memorial Hall Library.

General Fund Exempt Borrowing

Over the past several years, the Town has pursued the necessary process to construct a new West Elementary School and a replacement building for the Shawsheen Preschool. Both schools were identified in the Town & School Facility Master Plan as the two school buildings most in need of replacement. The West Elementary School Building Committee has worked with the Massachusetts School Building Authority (MSBA) to develop a solution that would consolidate both buildings at the existing site of the West Elementary School. The re-imagined campus would include a single building replacing West Elementary School and Shawsheen Preschool.

The project is currently in schematic design and we anticipate that the Building Committee will seek a borrowing authorization from Town Meeting in spring 2021. A project of this magnitude will require General Fund Exempt Borrowing and must be authorized by both a vote of Town Meeting and a Proposition 2 ½ debt exclusion. There are no other major capital projects recommended this year that require General Fund Exempt Borrowing and therefore no other Proposition 2½ debt exemption vote is necessary. Currently, the projected total cost is approximately \$148M, with a Town share totaling approximately \$114M. The remaining cost would be offset by a reimbursement from the MSBA. The reimbursement represents approximately 23% of project costs. While the reimbursement appears to be less than what the Town received in the Bancroft project (approx. 40%), it is representative of the MSBA's policy to cap reimbursement at 40% of a square foot cost of \$333. Actual construction costs are significantly higher and for the purposes of developing a budget for the project, architects are assuming \$500-600 per square foot.

In the coming months, I will provide information about the impacts of this project to the taxpayer

and plans for potentially mitigating those impacts through alternative funding strategies for the Town's major obligations.

Special Dedicated Funds

There are three projects being recommended from Special Dedicated Funds. Chapter 90, Major Annual Road Maintenance, is recommended at \$1.36M. Gas Disaster Restoration Settlement Funds will provide \$186,000 for the Main Street municipal parking lot project.

Water and Sewer Enterprise Funds

The Water and Sewer Enterprise Fund will support six recommended projects for FY 2022 totaling \$9,375,000. This year it is recommended that \$6M be appropriated for the continuation of the major water main replacement program. Additional requests include \$2,500,000 for the Water Treatment Plant, \$100,000 for minor sanitary sewer collection improvements, \$125,000 for water and sewer vehicles, \$500,000 for the Fish Brook intake replacement, and \$150,000 for inflow/infiltration removal program.

The requests for FY 2022 are consistent with the Five-Year Water & Sewer Rate Structure adopted by the Select Board in 2018. The model assumes an annual five percent increase in water rates for the next three fiscal years, which provides the Town with the resources to accelerate the overall water main replacement program by approximately 12 years and integrates the water main work with the road restoration efforts that are being funded by the settlement with Columbia Gas over the next four years. The model includes funding for extensive capital investments in both the water and sewer systems, including upgrades at the Water Treatment Plant and increasing the funding for major water main replacement by \$2,000,000.

Tax Implications

The Select Board & Town Manager's goals reflect an ongoing review of how expenditures impact taxpayers. This analysis has centered, specifically, on how the budget and other expenditures impact the average residential tax bill. Based on the actual share each classification (i.e., Residential, Commercial/Industrial & Personal Property) holds as a percentage of the total levy for FY 2021, the projected average single-family tax bill increase for FY 2022 is 3.7%. This is the required increase to fund the recommendations included in the Recommended Operating Budget and Capital Improvement Program. This projection does not include the impact of the exempt debt service that would be required to fund the West Elementary/Shawsheen Preschool Building project and/or the unfunded pension liability through pension obligation bonds. Both the building project and the issuance of pension obligation bonds will require Town Meeting and referendum approval. This projection is subject to the actual valuation of property in each classification, the tax shift as applied by the Select Board and each classification's share of the total levy. These factors will not be determined until the tax classification process concludes in December of 2021.

Aligning Select Board Goals & Objectives with Budget Priorities

Over the past several years, we have made incremental modifications to the budget process and to the document itself in order to better align the budgeted priorities with those of the Select Board. I am pleased to report that the funding decisions contained in the FY 2022 budget fully integrate the Board's priorities as articulated in the goals and objectives that have been transmitted by the Board at meetings and throughout the course of the year. Below is an overview of how the Board's input has been integrated into the budget:

Long Range Financial Planning

- The budget was developed based on a revenue recommendation that was reviewed and adopted by the Revenue and Expenditure Task Force
- The budget was developed in accordance with the Board's policy position of maintaining \$300,000 in excess levy capacity, which is projected to yield a 3.7% increase to the average residential tax bill

Citizen Response Management and Engagement

- Funds are allocated within departmental budgets to fully staff a permanent Customer Service Center. The Customer Service Center model continues to be incorporated as part of overall service delivery
- Andover Central and our new Andover Data portal are fully funded in the FY2022 budget

Capital Improvements

- Improvements to public buildings, including ADA enhancements and energy upgrades
- Funds for maintenance of tree inventory and continuation of tree planting program
- Funding for Year 2 of the Sidewalk Program

Downtown Andover & Historic Mill District/Economic Development

- Funds for professional support to assist with the disposition of 11 Lewis Street (i.e., Town Yard)
- Funding for increased maintenance and upkeep of Downtown and surrounding areas
- Creation of Land Use Division will streamline and build consistency within permitting processes
- Funds to support permanent seasonal outdoor dining on Main Street

River and Open Space Access

- Continued funding of part-time Land Manager position in the Conservation Division
- Funding for a comprehensive Shawsheen River Master Plan

Energy & Sustainability

- Funds to develop a comprehensive greenhouse gas inventory in order to begin drafting a climate and sustainability action plan

Diversity, Equity and Inclusion

- Funds a full-time Diversity, Equity, and Inclusion coordinator and establishes a budget for implementation of the recommendations included in the Community Assessment

I am pleased that we are able to make progress in each of these areas within the confines of the annual operating and capital budgets and without adding to the number of full time, benefited positions. As a matter of policy, we continue to carefully review every vacancy and consider the needs of the whole organization when making decisions on how to fill these positions. This process has provided the Town with the opportunity to meet the changing needs of the organization and the expectations of the residents without having to increase the number of full time, benefited employees. Below is a summary of personnel changes included in the FY 2022 budget:

<i>Full Time Equivalency (FTE) Reconciliation - FY2022 Budget</i>			
Department	Title	FTE Status (+/-)	Benefited
Community Services	Diversity, Equity and Inclusion Coordinator	+1.00	Yes
Community Services	Recreation Finance Coordinator	-1.00	Yes
Information Technology	Solutions Analyst	+1.10	Yes
Facilities	Refrigeration Apprentice*	+0.50	Yes
Total FTEs (+/-)		+.60	
Total Benefited FTEs (+/-)		-0-	
*Position will be paid from CARES Act funds through 12/31/2021			
<i>All positions were benefited prior to the FY2022 Budget</i>			

The pandemic has had major impacts on the organization that include substantial modifications to how our boards and committees meet, revised permitting processes, and in some cases, sharp reductions in the revenues necessary to support specific departmental operations. These challenges required department and division managers to review their operations as part of the process of effectively addressing the challenges before us in a way that enhances service delivery, streamlines processes and maximizes productivity.

In doing so, we have identified and implemented two departmental reorganizations that have resulted in efficiency and productivity improvements and reduced the overall personnel costs as a percentage of the budget.

We have moved forward with the creation of a Land Use & Planning Division that will include both the Planning and Conservation Divisions. The goal is to leverage the natural synergies between the two divisions and streamline and build consistency within the associated permitting processes. The division will be led by Paul Materazzo, who will assume the title of Land Use & Planning Director. In addition, we have been able to expand the professional land use planning capacity within the consolidated division by elevating Tony Collins to the position of Associate Planner. The day-to-day operations of the planning function will be managed by Lisa Schwarz, and Bob Douglas will continue to manage the day-to-day operations of the conservation function. The division will soon be bolstered by the new position of Land Manager, which was funded in the FY 2021 budget and will immediately support our efforts to maintain and improve the open spaces under the care and custody of the Conservation Commission.

As detailed earlier in this transmittal letter, the Recreation Division is largely supported by the revenues that it generates through programming. Despite the extraordinary efforts of the Recreation team, the pandemic has made it impossible to generate the revenue relied upon to fund its existing operations. In order to maintain services, we have moved forward with one of the goals that motivated the creation of the Department of Community Services in 2016, which was to consolidate the financial management functions of Recreation and Elder Services. The Office Manager position in Elder Services will now assume the administrative responsibilities of managing the finance functions for the two divisions and the Finance Coordinator position in the Recreation Division has been eliminated.

We have begun to see the short-term benefits of both reorganizations and expect that the long-term benefits, in addition to the savings in personnel costs, will be equally as impactful.

2020 Resident & Business Experience

The Town has continued to evolve, adapt and find innovative ways of providing 21st century services in light of increasing expectations for information, data-driven decision making and effective and dynamic communications. This effort has focused on improving the “customer experience” with the goal of

providing residents and businesses with a first-class experience, whether that experience is transactional, information seeking or bringing forward a concern.

We have taken several steps towards prioritizing this approach in FY 2022. Andover launched “Andover Central” in 2020 and was the first Town in the Commonwealth to develop and manage a 311 Center. Andover Central provides users with the opportunity to find answers to questions through the comprehensive knowledge base, to file a concern or complaint, or to track progress on an issue. In addition, we have built-out our communication platforms and maintain a robust presence on the web and through all social media channels. Residents have the ability to choose how they receive communications and it has been our collective mission to meet residents on platforms where they are most comfortable communicating.

The pandemic required that we look at alternative staffing models in order to continue to provide adequate services to the community. That process resulted in the creation of a Customer Service Center that provides residents with the opportunity to conduct all of their business from a central location at Town Offices. We have been able to cross-train administrative personnel across departments and divisions and will soon construct a permanent Customer Service Center on the ground level of the Town Offices building. These physical improvements, including expanding public meeting spaces, making offices and transaction counters ADA compliant, were funded at the 2020 Annual Town Meeting.

The Town has made major efforts to secure grant funding from the Commonwealth to make innovative customer service improvements, including building a one-of-a-kind mobile Town Hall vehicle and a customer service kiosk downtown. The mobile Town Hall will give us the ability to replicate the transactional experience currently offered only at Town Offices in other parts of the Town. From dog licenses to paying tax bills, the mobile Town Hall will give residents a new option at locations that are most convenient to them. The mobile Town Hall will also have the capacity to serve as an information center during storms, power outages and other significant events requiring a Town presence. Delivery of the mobile Town Hall and customer service kiosk are expected in spring of 2021 and will be fully operational for the start of FY 2022.

Future Budget Performance and Outlook

Looking ahead, the Town must remain committed to the tenets of the long-range financial plan. Growing obligations and sharp annual increases in fixed costs such as retirement and health insurance pose challenges to our ability to present a balanced budget that meets the expectations of the community. The long-range financial plan indicates that the Town will face budget deficits in future years, and the Town & School, along with our employees, will have to work collaboratively to address the associated impacts and develop innovative solutions to mitigate the burden. Andover has been fortunate to have realized historic economic growth across property classifications in FY 2018 and FY 2019. While this historic growth has significantly reduced the projected deficits in future years, it cannot be relied on to continue. We have begun a robust community dialogue centered on the Integrated Financing Plan, which will provide the Town with the opportunity to finance two of its major obligations, i.e., West Elementary School and Shawsheen Preschool and the unfunded pension liability, and provide financial flexibility to fund future challenges and obligations. This dialogue will continue in the coming months and I invite residents to participate by attending a virtual forum or by reading the informational material that will be distributed leading up to Town Meeting in June.

Conclusion

We remain committed to meeting the expectations of Andover residents. The FY 2022 Recommended Budget is reflective of our collective efforts to provide exceptional services and of our commitment to continue working towards improving our community. This year’s budget provides the Town with the opportunity to make meaningful progress towards each of the Select Board’s goals, including: Long Range Financial Planning, Citizen Response Management and Engagement, Capital Improvements,

Downtown Andover & Historic Mill District, River and Open Space Access, Energy & Sustainability, and Diversity, Equity, and Inclusion. The Administration and Senior Management Team will continue to collaboratively develop creative approaches that will position the Town to effectively confront our complex challenges and to improve and enhance services within the constraints of our available resources.

The release of this document will mark the beginning of a process in which additional information will become available over the coming months that will potentially require adjustments to operating and/or capital budgets prior to Town Meeting. I look forward to discussing the recommendations contained herein with the appropriate Boards and Committees over the next several months.

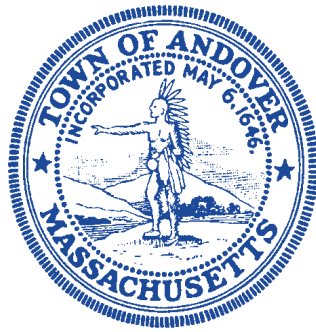
I would like to thank the Select Board for its leadership and policy direction as it relates to the development of the FY 2022 Budget. I want to recognize the Town's Department and Division Heads for their professionalism and commitment to the process. Both their input and institutional knowledge of their departments and the organization proved invaluable. I would like to acknowledge the Interim Superintendent of Schools Claudia Bach and the School Committee for their collaboration on this budget, and I look forward to their support as we continue to prepare for Town Meeting. I want to recognize Executive Assistant Kathryn Forina and Executive Secretary Christine Barraford for all of their assistance and support in facilitating the work that goes into developing the budget. I am most of all indebted to Finance Director Donna M. Walsh and Assistant Town Manager Patrick J. Lawlor who worked nights and weekends to prepare and ensure the quality of this document. I also want to thank Deputy Town Manager Michael A. Lindstrom for providing his guidance throughout the budget process.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read 'A. Flanagan', with a stylized, cursive script.

Andrew P. Flanagan

SECTION 3



EXECUTIVE BUDGET SUMMARY

EXECUTIVE BUDGET SUMMARY

THE OVERALL BUDGET

The FY 2022 Town Manager's Recommended Budget totals \$212,489,922. This sum represents a \$3,138,696 or 1.50% increase over the final FY 2021 Budget of \$209,351,226. The sum of \$205,050,163 is currently being recommended for the Article 4 Operating Budget, which includes the budgets for all Town Departments, the School Department, Water and Sewer Enterprises, and Fixed/Shared Obligations. An additional sum of \$7,439,759 is recommended to be allocated towards non-appropriated costs, capital projects, and warrant articles.

TOWN DEPARTMENTS

The FY 2022 Town Manager's Recommended Budget for Town operating departments (excluding Water and Sewer) is \$44,923,264. This represents a \$1,426,170 or 3.3% increase over the FY 2021 appropriation of \$43,497,094. The FY 2022 budget recommendation includes Personnel Services and Operating Expenses for all Town departments. The FY 2022 Recommended Budgets for the Water and Sewer Enterprises are \$9,120,867 and \$5,292,679 respectively.

SCHOOL DEPARTMENT

The Town Manager's FY 2022 Recommended Budget for the School Department is \$92,593,452. This sum represents a \$3,346,752 or 3.75% increase over the FY 2021 appropriation of \$89,246,700. The Town Manager has not yet had the opportunity to review the School Superintendent's budget request in detail, which will be subject to review by the School Committee, Finance Committee, and Select Board prior to the 2021 Annual Town Meeting in April.

FIXED COSTS AND OBLIGATIONS

Regional High Schools - For FY 2022, the sum of \$800,000 is being budgeted to cover the estimated expenses of Andover students enrolled in both the Greater Lawrence Technical High School and the Essex North Shore Agricultural and Technical School. This is a preliminary estimate and may change when the two Regional School Committees vote on their appropriations in the coming months.

Debt Service - The sum of \$11,057,553 is recommended for Debt Service in FY 2022. The debt service for several School Building projects and the Public Safety Center was financed through Proposition 2½ debt exclusions. In FY21 the Town refinanced the 2009 bond issue saving the Town approximately \$395,000 over the remaining life of the issue. Most of the increase in FY 2022 is related to borrowing for major town and school projects and water main replacement. In FY22 the debt service for water and

EXECUTIVE BUDGET SUMMARY

sewer was moved from the general fund (previously accounted for as an indirect cost) to the respective enterprise fund to provide flexibility as borrowing needs change. The debt service for Water and Sewer projects is funded through a combination of betterments and user charges. The FY 2022 budget does not include any costs for long-term borrowing for the West Elementary and Shawsheen Pre-School project or Pension Obligation Bonds. If the initiatives pass at the annual town meeting and the ballot the Town will borrow funds short-term for schematic design for the West Elementary and Shawsheen Pre-School project. Debt service for any funds borrowed for Pension Obligation Bonds will not begin until FY 2023.

Employee Health Insurance - The sum of \$23,147,462 is recommended for FY 2022. This figure provides for an estimated 3.62% rate increase, as well as for an additional number of new subscribers and retirees in FY 2022. The budgeted amount is net of estimated savings generated from OPEB Reform (\$999,079) and from a change in employee/employer premium contributions effective July 1, 2017 (\$595,703). This preliminary amount is subject to change based on the results of the rate setting process currently underway.

Retirement Fund - The sum of \$12,897,390 is recommended for FY 2022. This appropriation is an increase of \$987,089 or 8.2% over the scheduled FY 2021 assessment. In FY 2021 the Town contributed an additional \$1,700,000 from unanticipated new growth in FY 2020 to the retirement system for a total contribution of \$13,610,301. The scheduled amount contributed reflects the actuarial projected costs accepted by the Andover Contributory Retirement Board in order to fully fund the remaining liability by the year 2035 using a discount rate of 6.25%.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Projects Fund appropriation for FY 2022 totals \$3,010,000 and is based on allocating 5.62% of adjusted revenues to this purpose. A summary of the proposed FY 2022 CIP is included in the Section 8 of this document.

WARRANT ARTICLES & OFFSET EXPENDITURES

Other Town financial warrant articles included in the overall budget are estimated at this time to total \$2,705,372 for FY 2022 which includes the use of free cash and water and sewer reserves for capital needs. Offset Expenditures are proposed at \$1,889,510 to be funded through Offset Local Revenues.

EXECUTIVE BUDGET SUMMARY

REVENUES

At this time it is projected that the total revenue and other funding sources available and recommended for the FY 2022 Budget is \$212,489,922. Property taxes account for 76.53% of the Town's total revenue sources available to fund the FY 2022 budget. Local revenues sources account for 5.36% of the budgeted revenues, while State Aid contributes 6.69%, and Water and Sewer receipts 7.64%. The Financial Summary section contains a variety of charts and other useful information on Andover revenues.

Property Taxes. FY 2022 Property Taxes are recommended at \$162,600,814. This is a 4.26% increase over FY 2021 taxes as approved by the MA Dept. of Revenue on December 17, 2020. FY 2022 preserves \$300,000 in unused levy capacity. There is also an additional \$3,003,961 of property taxes attributed to the Proposition 2½ debt exemptions for previously approved building projects. New Growth has been estimated at \$1,931,422 for FY 2022, representing a 10-year adjusted average.

State Aid. The sum of \$14,221,482 is included in revenues to reflect Andover's estimated State Aid for FY 2022. This number is based on the Governor's recently released FY 2022 budget and reflects an increase of \$221,558 or 1.58% over the Town's FY 2021 State Aid of \$13,999,924.

Local Revenues. Local revenues are projected at \$13,288,061 for FY 2022. This figure includes \$1,889,510 of departmental receipts used to offset the respective budgets. The Local Revenue figure reflects minimal increases in several categories due to the impact of the ongoing COVID-19 pandemic and generally represents a five year average of the majority of the local revenue categories adjusted for actual and projected activity.

Water and Sewer Enterprise Funds. The Water and Sewer Enterprise revenues are projected at \$16,224,886 for FY 2022.

Free Cash. The Town's Free Cash that will be available for the 2021 Annual Town Meeting is \$9,360,482. The Recommended FY 2022 Budget proposes to appropriate \$1,983,372 from Free Cash for Information Technology capital projects. There is no use of Free Cash being proposed to support operating budgets.

EXECUTIVE BUDGET SUMMARY

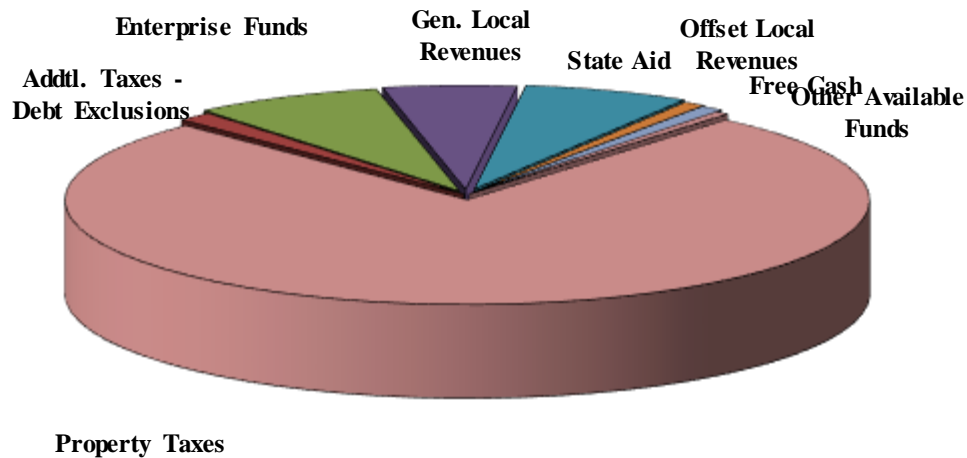
TOTAL FY22 RECOMMENDED BUDGET SUMMARY

	FY 2021	FY 2022		
<u>REVENUES</u>	<u>Approved</u>	<u>TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
Property Taxes	\$155,958,540	\$162,600,814	\$6,642,274	4.26%
Addtl. Taxes - Debt Exclusion	\$3,530,110	\$3,003,961	(\$526,149)	-14.90%
State Aid	\$13,999,924	\$14,221,482	\$221,558	1.58%
General Local Revenues	\$11,063,618	\$11,398,551	\$334,933	3.03%
Water & Sewer Enterprises	\$15,797,666	\$16,224,886	\$427,220	2.70%
Offset Dept Revenues	\$2,279,510	\$1,889,510	(\$390,000)	-17.10%
Other Avail. Funds - Budget	\$485,656	\$237,960	(\$247,696)	-51.00%
Other Avail. Funds - Articles	\$2,807,332	\$929,386	(\$1,877,946)	-66.89%
Free Cash	<u>\$3,428,870</u>	<u>\$1,983,372</u>	<u>(\$1,445,498)</u>	<u>-42.16%</u>
	\$209,351,226	\$212,489,922	\$3,138,696	1.50%

	FY2021	FY2022		
<u>EXPENSES</u>	<u>Approved</u>	<u>TM Rec.</u>	<u>\$ Change</u>	<u>% Change</u>
School Department	\$89,246,700	\$92,593,452	\$3,346,751	3.75%
Town Departments	\$43,497,093	\$44,923,264	\$1,426,170	3.30%
Health Insurance	\$22,338,257	\$23,147,462	\$809,205	3.62%
Debt Service	\$16,873,972	\$11,057,553	(\$5,816,421)	-34.47%
Retirement	\$13,610,301	\$12,897,390	(\$712,911)	-5.24%
Water & Sewer	\$8,690,784	\$14,413,546	\$5,722,762	65.85%
Other Obligations/Non-App Costs	\$5,544,656	\$5,852,373	\$307,721	5.55%
Capital Projects Fund	\$1,911,108	\$3,010,000	\$1,098,892	57.50%
Offset Expenditures	\$2,279,510	\$1,889,510	(\$390,000)	-17.10%
Warrant Articles	<u>\$5,358,845</u>	<u>\$2,705,372</u>	<u>(\$2,653,473)</u>	<u>-49.52%</u>
	\$209,351,226	\$212,489,922	\$3,138,696	1.50%

EXECUTIVE BUDGET SUMMARY

SOURCES OF FUNDS - FY 2022

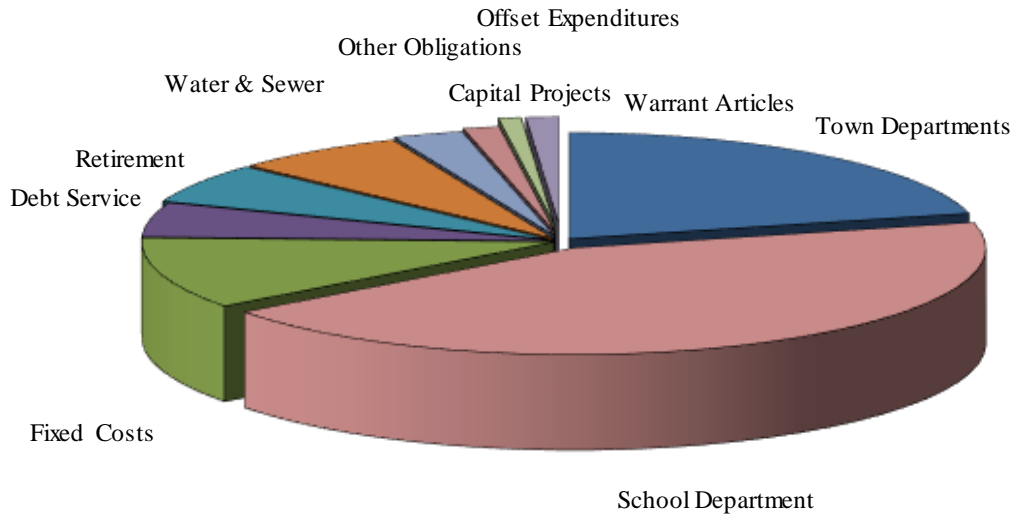


FY22 REVENUES - 2/5/21

Property Taxes	\$162,600,814	76.53%
Addtl. Taxes - Debt Exclusions	\$3,003,961	1.41%
Enterprise Funds	\$16,224,886	7.64%
Gen. Local Revenues	\$11,398,551	5.36%
State Aid	\$14,221,482	6.69%
Offset Local Revenues	\$1,889,510	0.89%
Free Cash	\$1,983,372	0.93%
Other Available Funds	<u>\$1,167,346</u>	<u>0.55%</u>
	\$212,489,922	100.00%

EXECUTIVE BUDGET SUMMARY

USES OF FUNDS - FY 2022



FY22 EXPENSES - 2/5/21

Town Departments	\$44,923,264	21.14%
School Department	\$92,593,452	43.58%
Health Insurance	\$23,147,462	10.89%
Debt Service	\$11,057,553	5.20%
Retirement	\$12,897,390	6.07%
Water & Sewer	\$14,413,546	6.78%
Other Obligations	\$5,852,373	2.76%
Capital Projects	\$3,010,000	1.42%
Offset Expenditures	\$1,889,510	0.89%
Warrant Articles	<u>\$2,705,372</u>	<u>1.27%</u>
	\$212,489,922	100.00%

EXECUTIVE BUDGET SUMMARY

OTHER APPROPRIATION ARTICLES

The following Town Meeting Warrant Articles represent proposed appropriations, in addition to the Operating Budget and Capital Projects Fund appropriations, which will have a financial impact in the current, next or future fiscal years, and do not include transfers from previously approved appropriations. These articles can be submitted by Town Departments, Boards, and Commissions. If approved at the Annual Town Meeting, these articles will be funded from free cash, taxation, borrowing, enterprise reserves, or other available funds.

From Free Cash

Supplemental Appropriations – FY2021 Budget	\$0
Free Cash for the FY2022 Budget	\$0
Appropriations to fund capital requests	\$3,010,000
Annual Staff Device Refresh	\$627,744
Annual Student Device Refresh	\$418,128
IT Platforms and Infrastructure	\$687,500
Minor Sidewalk Repairs	\$250,000

From Taxation

Elderly/Disabled Transportation Program	\$12,000
Support for Andover Day	\$5,000

From General Fund Borrowing

HMD Circulation and Street Construction	\$500,000
Renovate Ground Level for Library Makerspace	\$225,000
Fire Apparatus Replacement	\$360,000
Fire Bi-Directional Amplifier System	\$200,000
Public Works Vehicles - Large	\$400,000
Sidewalk Program	\$950,000
Major Town Projects	\$605,000
Town & School Energy Initiatives	\$530,000
Major School Projects	\$2,825,000

From Special Dedicated Funds

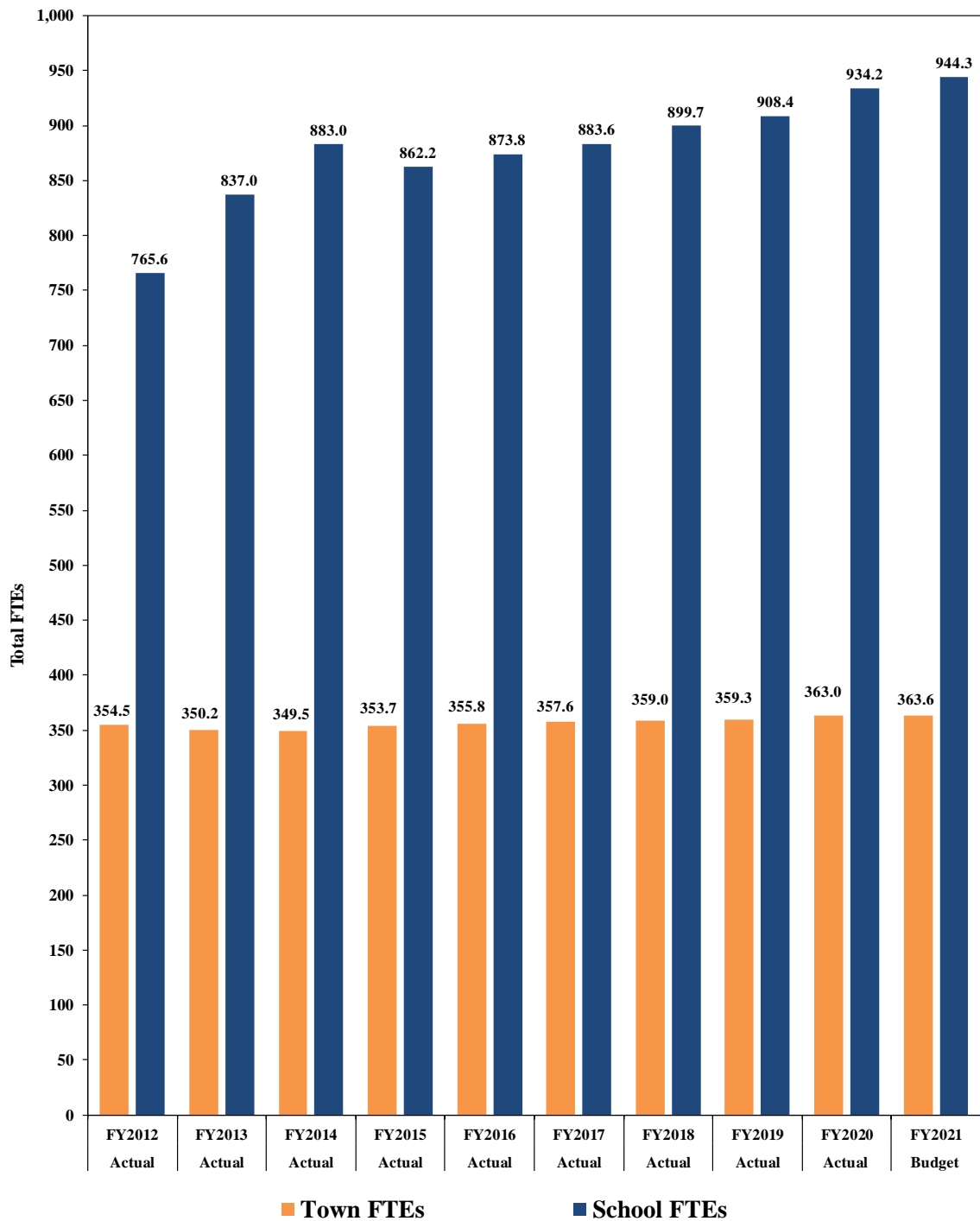
Spring Grove Cemetery Maintenance (Cemetery Fund)	\$6,000
Overlay Surplus	\$10,000

From Water & Sewer Enterprise Funds

Water & Sewer Vehicles (Water Reserves)	\$125,000
Water Main Replacement Projects (Water Borrowing)	\$6,000,000
Water Treatment Plant Generator (Water Borrowing)	\$2,500,000
Minor Sanitary Sewer Collection System Improvements (Sewer Reserves)	\$100,000
Fish Brook Intake Replacement (Water Borrowing)	\$500,000
Inflow/Infiltration Removal Program (Sewer Reserves)	\$150,000

EXECUTIVE BUDGET SUMMARY

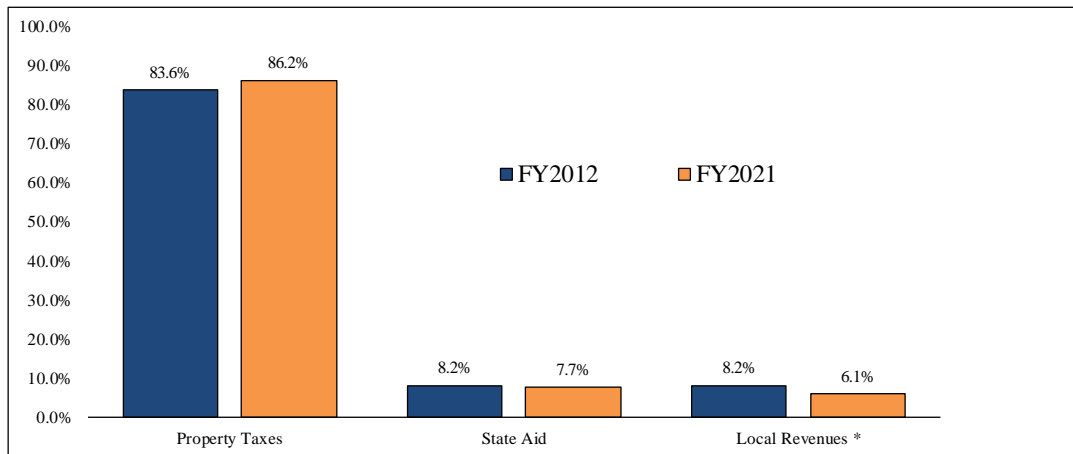
Town & School Employees (FTEs) FY2012 - FY2021



	Actual FY2012	Actual FY2013	Actual FY2014	Actual FY2015	Actual FY2016	Actual FY2017	Actual FY2018	Actual FY2019	Actual FY2020	Budget FY2021	Actual 10-Yr FTE Change
Town FTEs	354.5	350.2	349.5	353.7	355.8	357.6	359.0	359.3	363.0	363.6	9.1
School FTEs	765.6	837.0	883.0	862.2	873.8	883.6	899.7	908.4	934.2	944.3	178.8
Total FTEs	1,120.1	1,187.2	1,232.5	1,215.9	1,229.6	1,241.2	1,258.6	1,267.6	1,297.2	1,307.9	187.9

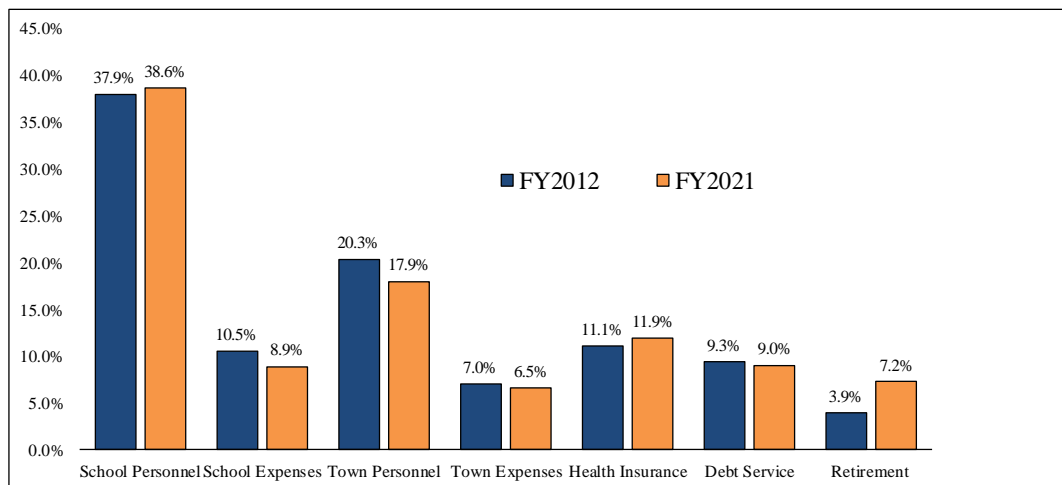
EXECUTIVE BUDGET SUMMARY

10 Year Proportional Change to Major General Fund Revenues FY2012 - FY2021



Major Gen. Fund Revenues	FY2012	Pct. %	FY2021	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
Property Taxes	\$105,926,697	83.6%	\$155,926,332	86.2%	\$49,999,635	47.2%	\$4,999,964	4.7%
State Aid	\$10,397,965	8.2%	\$13,971,641	7.7%	\$3,573,676	34.4%	\$357,368	3.4%
Local Revenues *	\$10,392,705	8.2%	\$11,082,562	6.1%	\$689,857	6.6%	\$68,986	0.7%
* Including Dept. Offset Receipts	\$126,717,367	100.0%	\$180,980,535	100.0%	\$54,263,168		\$5,426,317	

10 Year Proportional Change to Major General Fund Expenditures FY2012 - FY2021



Major G.F. Expenditures	FY2012	Pct. %	FY2021	Pct. %	10 Year \$ Increase	10 Year % Incr.	Avg. Yrly. \$ Increase	Avg. Yrly. % Incr.
School Personnel	\$49,176,074	37.9%	\$72,578,174	38.6%	\$23,402,100	47.6%	\$2,340,210	4.8%
School Expenses	\$13,608,503	10.5%	\$16,668,527	8.9%	\$3,060,024	22.5%	\$306,002	2.2%
Town Personnel	\$26,400,628	20.3%	\$33,761,607	17.9%	\$7,360,979	27.9%	\$736,098	2.8%
Town Expenses	\$9,108,683	7.0%	\$12,305,652	6.5%	\$3,196,969	35.1%	\$319,697	3.5%
Health Insurance	\$14,355,000	11.1%	\$22,338,257	11.9%	\$7,983,257	55.6%	\$798,326	5.6%
Debt Service	\$12,112,692	9.3%	\$16,873,972	9.0%	\$4,761,280	39.3%	\$476,128	3.9%
Retirement	\$5,085,067	3.9%	\$13,610,301	7.2%	\$8,525,234	167.7%	\$852,523	16.8%
	\$129,846,647	100.0%	\$188,136,490	100.0%	\$58,289,843		\$5,828,984	

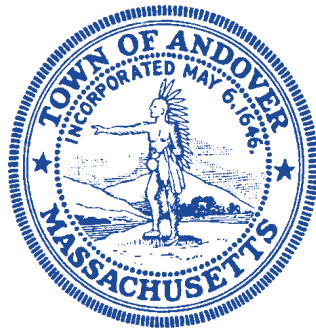
**FY2021 figures are budgeted, not actual

EXECUTIVE BUDGET SUMMARY

STATE AID AND ASSESSMENTS

	FINAL FY2016	FINAL FY2017	FINAL FY2018	FINAL FY2019	FINAL FY2020	FINAL FY2021	ESTIMATE FY2022
<u>STATE AID</u>							
Chapter 70 Education Aid	9,191,614	9,768,234	10,066,835	10,595,662	11,668,291	11,668,291	11,837,131
School Construction Reimb SBAB	1,551,356	1,142,103	-	-	-	-	-
Charter Tuition Assessment Reimbursement	4,465	8,037	65,374	43,378	28,452	21,868	30,341
Reserved for School Lunch and Libraries	46,140	44,964	45,830	46,474	46,721	56,035	56,035
State Owned Property	210,663	208,157	207,959	207,959	223,355	229,168	227,590
Exemptions/Vet,Blind,Surviving Spouse	41,306	41,767	41,168	39,662	41,074	70,808	61,887
Veterans Benefits	77,771	78,521	55,710	49,780	70,563	56,331	44,665
General Government Aid	1,647,227	1,718,058	1,785,062	1,847,539	1,897,423	1,897,423	1,963,833
TOTAL	12,770,542	13,009,841	12,267,938	12,830,454	13,975,879	13,999,924	14,221,482
<u>ASSESSMENTS</u>							
Retired Teachers Health Insurance *	-	-	-	-	-	-	-
Mosquito Control Projects	116,150	128,144	120,316	128,731	128,932	136,788	139,564
Air Pollution Districts	13,272	13,604	13,890	14,247	14,086	14,533	14,655
RMV Non-Renewal Surcharge	36,740	36,740	31,020	31,020	29,720	21,840	21,840
MBTA	58,657	35,280	3,731	-	10,438	15,895	-
Merrimack Valley Regional Transit Authority	167,309	192,075	227,075	272,392	231,124	230,833	251,322
Special Education	15,602	16,226	-	37,373	32,844	19,395	-
School Choice Sending Tuition	26,467	38,500	76,967	93,703	69,998	98,892	107,666
Charter School Sending Tuition	214,973	152,848	207,011	259,345	201,060	196,410	272,674
Essex Tech Inst. Sending Tuition **	-	-	-	-	-	-	-
TOTAL	649,170	613,417	680,010	836,811	718,202	734,586	807,721
NET STATE AID	12,121,372	12,396,424	11,587,928	11,993,643	13,257,677	13,265,338	13,413,761

SECTION 4



OPERATING BUDGET REQUESTS FY2022

ARTICLE 4

FY2022

OPERATING BUDGET

2/5/21					
LINE DEPARTMENT ITEM	EXPENDED FY2019	EXPENDED FY2020	BUDGET FY2021	TM REC FY2022	% CHANGE FY21-FY22
<u>PUBLIC SAFETY</u>					
1 PERSONNEL SERVICES	15,203,790	16,042,109	16,397,465	16,719,036	
2 OTHER EXPENSES	<u>1,556,452</u>	<u>1,394,956</u>	<u>1,577,450</u>	<u>1,590,850</u>	
TOTAL	16,760,242	17,437,065	17,974,915	18,309,886	1.86%
<i>Includes \$151,960 Parking Receipts; \$60,000 Detail Fees; and \$1,250,000 Ambulance Collections</i>					
<u>GENERAL GOVERNMENT / IT / CD&P</u>					
3 PERSONNEL SERVICES	6,020,370	6,470,054	6,950,662	7,167,854	
4 OTHER EXPENSES	<u>2,194,651</u>	<u>2,096,186</u>	<u>2,176,126</u>	<u>2,233,880</u>	
TOTAL	8,215,021	8,566,240	9,126,788	9,401,734	3.01%
<i>Includes \$25,000 Wetland Filing Fees</i>					
<u>DEPARTMENT OF PUBLIC WORKS</u>					
5 PERSONNEL SERVICES	3,380,670	3,719,903	3,720,377	3,814,578	
6 OTHER EXPENSES	<u>4,831,922</u>	<u>5,293,633</u>	<u>5,635,949</u>	<u>5,921,832</u>	
TOTAL	8,212,592	9,013,536	9,356,326	9,736,410	4.06%
<i>Includes \$60,000 Cemetery Revenues</i>					
<u>PUBLIC FACILITIES</u>					
7 PERSONNEL SERVICES	2,272,636	2,333,699	2,453,849	2,508,336	
8 OTHER EXPENSES	<u>1,396,212</u>	<u>1,130,406</u>	<u>1,375,450</u>	<u>1,325,450</u>	
TOTAL	3,668,848	3,464,105	3,829,299	3,833,786	0.12%
<i>Includes \$20,000 Rental Receipts and \$8,000 AYF Gift</i>					
<u>LIBRARY</u>					
9 PERSONNEL SERVICES	2,124,655	2,125,313	2,255,543	2,321,710	
10 OTHER EXPENSES	<u>617,387</u>	<u>564,239</u>	<u>659,987</u>	<u>660,687</u>	
TOTAL	2,742,042	2,689,552	2,915,530	2,982,397	2.29%
<u>COMMUNITY SERVICES</u>					
11 PERSONNEL SERVICES	1,708,768	1,597,721	1,808,993	1,819,520	
12 OTHER EXPENSES	<u>593,433</u>	<u>567,506</u>	<u>680,690</u>	<u>605,675</u>	
TOTAL	2,302,201	2,165,227	2,489,683	2,425,195	-2.59%
<i>Includes \$393,510, \$25,000 and \$52,000 in User Fees, \$54,000 Grants and \$22,000 AYF Gift</i>					
<u>UNCLASSIFIED</u>					
13 COMPENSATION FUND	-	-	174,718	155,326	
14 RESERVE FUND	inc above	inc above	<u>200,000</u>	<u>200,000</u>	
TOTAL			374,718	355,326	
<u>TOWN DEPTS. TOTAL</u>					
PERSONNEL SERVICES	30,710,889	32,288,799	33,761,607	34,506,360	
OTHER EXPENSES	11,190,057	11,046,926	12,305,652	12,538,374	
<i>Less Budgeted Revenues</i>	<u>(2,773,935)</u>	<u>(2,274,072)</u>	<u>(2,570,166)</u>	<u>(2,121,470)</u>	
NET TOTAL	39,127,011	41,061,653	43,497,093	44,923,264	3.28%

ARTICLE 4 FY2022 OPERATING BUDGET

LINE DEPARTMENT ITEM	EXPENDED FY2019	EXPENDED FY2020	BUDGET FY2021	TM REC FY2022	% CHANGE FY21-FY22
<u>ANDOVER SCHOOL DEPT</u>					
PERSONNEL SERVICES	66,754,471	69,958,598	72,500,278	75,239,845	
OTHER EXPENSES	15,756,187	15,971,210	16,668,527	17,353,607	
KINDERGARTEN FEE OFFSET-PERSONAL SERVICES	-	-	77,895	-	
15 TOTAL	82,510,658	85,929,808	89,246,700	92,593,452	3.75%
LINE DEPARTMENT ITEM	EXPENDED FY2019	EXPENDED FY2020	BUDGET FY2021	TM REC FY2022	% CHANGE FY21-FY22
<u>SEWER</u>					
16 PERSONNEL SERVICES	254,166	270,379	346,903	355,912	
17 OTHER EXPENSES	2,372,448	2,353,765	2,842,076	2,846,281	
18 DEBT SERVICE *	-	-	-	2,090,486	
TOTAL	2,626,614	2,624,144	3,188,979	5,292,679	65.97%
<u>WATER</u>					
19 PERSONNEL SERVICES	2,015,425	2,224,831	2,178,805	2,338,139	
20 OTHER EXPENSES	3,215,857	3,322,908	3,323,000	3,534,993	
21 DEBT SERVICE *	-	-	-	3,247,735	
TOTAL	5,231,282	5,547,739	5,501,805	9,120,867	65.78%
TOTAL	7,857,896	8,171,883	8,690,784	14,413,546	
LINE DEPARTMENT ITEM	EXPENDED FY2019	EXPENDED FY2020	BUDGET FY2021	TM REC FY2022	% CHANGE FY21-FY22
<u>OBLIGATIONS</u>					
22 TECHNICAL SCHOOLS	592,235	673,805	740,000	800,000	8.11%
23 DEBT SERVICE *	14,479,615	14,972,601	16,873,972	11,057,553	-34.47%
24 GENERAL INSURANCE	1,370,445	1,064,473	1,225,921	1,240,000	1.15%
25 UNEMPLOYMENT COMP.	160,000	160,000	160,000	160,000	0.00%
26 RETIREMENT FUND	10,371,338	11,410,355	13,610,301	12,897,390	-5.24%
27 HEALTH INSURANCE FUND	20,662,075	21,340,842	22,338,257	23,147,462	3.62%
28 OPEB	1,416,888	1,569,559	1,631,003	1,696,026	3.99%
TOTAL	49,052,596	51,191,635	56,579,454	50,998,431	-9.86%
<i>Includes \$64,963 from Premium Reserve</i>					
GRAND TOTAL	181,322,096	188,629,051	200,584,197	205,050,163	
Less Budgeted Revenues	(3,013,572)	(2,513,709)	(2,759,166)	(2,121,470)	
NET TOTAL	178,308,524	186,115,342	197,825,031	202,928,693	2.58%
* - FY22 Water and Sewer Debt moved from Debt Service to the respective enterprise fund					

TOWN MODERATOR / SELECT BOARD

Town Moderator

The Town Moderator is elected for a one-year term by the registered voters. The Moderator presides over town meetings and appoints the nine-member Finance Committee.

TOWN MODERATOR GENERAL GOVERNMENT			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
011141	TOWN MODERATOR SALARY						
	5130	PART TIME	<u>\$310</u>	<u>\$0</u>	<u>\$250</u>	<u>\$250</u>	<u>\$250</u>
	TOTAL SALARIES		<u>\$310</u>	<u>\$0</u>	<u>\$250</u>	<u>\$250</u>	<u>\$250</u>
	TOTAL TOWN MODERATOR		\$310	\$0	\$250	\$250	\$250

Select Board

The Select Board is the policy-making body of the Town Government, except as otherwise directed by statutes or by the Town Charter. Registered voters of the Town of Andover elect five individuals who serve as members for three-year terms. The Select Board appoints the Town Manager, Town Accountant, Zoning Board of Appeals, and Board of Registrars.

SELECT BOARD GENERAL GOVERNMENT			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
011221	SELECT BOARD SALARIES						
	5130	PART TIME	<u>\$13,425</u>	<u>\$17,325</u>	<u>\$17,300</u>	<u>\$17,300</u>	<u>\$17,300</u>
	SUBTOTAL		<u>\$13,425</u>	<u>\$17,325</u>	<u>\$17,300</u>	<u>\$17,300</u>	<u>\$17,300</u>
011222	SELECT BOARD EXPENSES						
	5295	OTHR SVCS	<u>\$53</u>	<u>\$12</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	5310	OFFICE SUP	<u>\$125</u>	<u>\$0</u>	<u>\$150</u>	<u>\$150</u>	<u>\$150</u>
	5700	UNCLAS EXP	<u>\$2,072</u>	<u>\$1,561</u>	<u>\$4,500</u>	<u>\$3,000</u>	<u>\$3,000</u>
	5710	TRAVEL	<u>\$0</u>	<u>\$0</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>
	5730	DUES/SUBSCRIPTIONS	<u>\$7,824</u>	<u>\$8,046</u>	<u>\$8,000</u>	<u>\$8,000</u>	<u>\$8,000</u>
	SUBTOTAL		<u>\$10,074</u>	<u>\$9,619</u>	<u>\$13,150</u>	<u>\$11,650</u>	<u>\$11,650</u>
	TOTAL SELECT BOARD		\$23,499	\$26,944	\$30,450	\$28,950	\$28,950

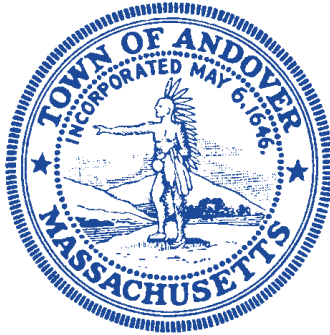
FINANCE COMMITTEE

Finance Committee Description

The Finance Committee consists of nine members appointed by the Town Moderator. The Finance Committee investigates the budgets of the different Town departments and recommends the amounts to be appropriated for each department for the ensuing year. For Annual Town Meetings, and Special Town Meetings, the Finance Committee prepares and mails a report to each household containing their recommendations on all Warrant Articles which relate explicitly to the financial affairs of the town.

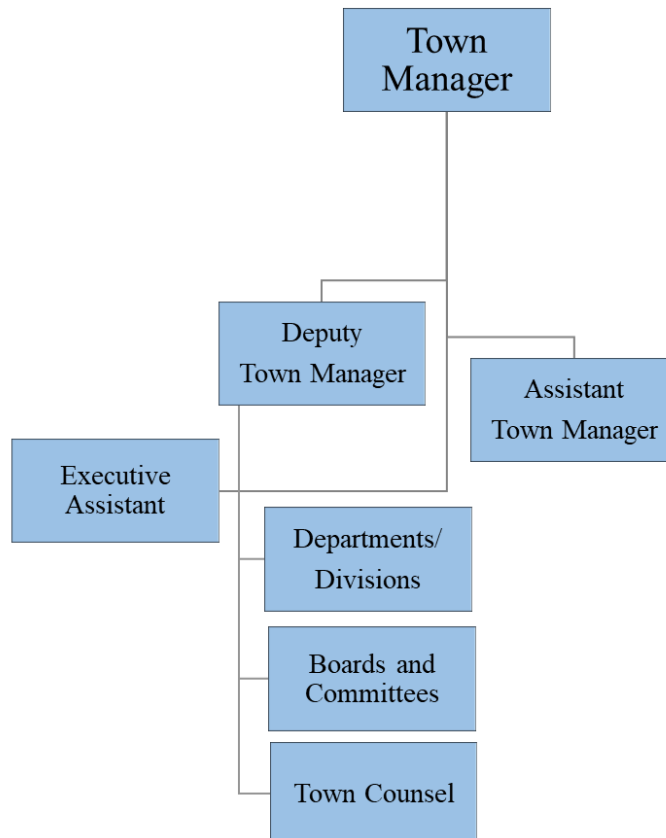
FINANCE COMMITTEE			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011312	FINANCE COMMITTEE EXPENSES						
	5225	POSTAGE	\$7,974	\$0	\$6,200	\$6,200	\$6,200
	5270	PRINTING	\$23,600	\$17,377	\$22,000	\$22,000	\$22,000
	5295	OTHER SERVICES	\$15	\$0	\$0	\$0	\$0
	5310	OFFICE SUP	\$0	\$276	\$100	\$100	\$100
	5730	DUES/SUBSCRIPTIONS	\$345	\$345	\$600	\$600	\$600
TOTAL SUBTOTAL			<u>\$31,934</u>	<u>\$17,998</u>	<u>\$28,900</u>	<u>\$28,900</u>	<u>\$28,900</u>
	TOTAL FINANCE COMMITTEE		\$31,934	\$17,998	\$28,900	\$28,900	\$28,900

TOWN MANAGER



Mission Statement

To implement the policies established by the Select Board, to provide the overall administration to the Town's municipal organization, and to foster continuous improvement and customer focused services and programs.



TOWN MANAGER

Department Description

The Town Manager is the chief executive, chief fiscal officer, and chief personnel officer who oversees all town departments. The Manager is responsible for ensuring that the boards, officers and representatives of the Town comply with policy determinations of the Select Board. The Town Manager appoints and supervises all employees, officers and boards not appointed by the Select Board or Town Moderator.

2020-2021 Goals and Objectives

Long Range Financial Planning

Continue adhering to the principles established over the last three years to provide a thoughtful and collaborative approach to the town's financial planning

- Work with the Revenue & Expenditure Task Force for the purposes of facilitating and leading a community discussion on revenue estimates, future structural deficits, and potential impacts to service delivery
- Develop a **Revenue Recommendation for the FY 2022 Operating Budget and present it to the Select Board as part of the annual budget process**
- **Hold Tax Information Meeting** to review and evaluate projected and estimated tax impacts of 1.) the proposed budget and (2.) any debt service needed to fund a major capital project outside of the levy limit. **Include a tax impact statement** in the Town Manager's Annual Budget & Financial Plan that illustrates and explains the projected tax impact of the proposed budget. The tax impact statement should analyze the impacts of major budget drivers and provide a comparative summary, including the updated 10 year average and how the proposed budget relates to the average
- **Increase resident engagement by identifying a funding source for a Participatory Budgeting Program** and incorporate it as a component of the Capital Improvement Program
- **Develop a plan and funding model for the Town's major obligations**, including the construction of a new West Elementary School and unfunded pension liability. Identify potential tax implications and the opportunities for savings and increasing operational capacity

Citizen Response Management & Engagement

Continue to develop citizen response capabilities focused on how we serve the public

- **Continue to expand the fully integrated customer service model within town offices**, including extending self service functions, cross training of Town staff, and the making of physical improvements to the Town Offices facility
- Reorganize existing resources to maximize productivity and **establish efficiencies through collective bargaining** when necessary **(Ongoing)**
- **Develop and implement** Andover Data Center and continue to **develop and promote Andover Central** with the shared goals of increasing the efficiency of service delivery through performance metrics, service level agreements and process improvements and provide quarterly updates on resident & business requests, concerns and issues and identify trends
- **Provide the Board with an update on departmental and division goals** including relevant metrics and outcomes and potential barriers
- **Analyze and share with the community the Resident Public Opinion Survey results**
- Continue to expand effective communication systems with the public through a variety of media, including social and digital media, public forums, and information sessions. **(Ongoing)**

Capital Improvements

Develop, maintain and manage a balanced Capital Improvement Program within the limitations of Proposition 2 ½ and develop plans for future exempt building projects

- **Manage the transition** of operations to the new Ballardvale Fire Station and to the renovated and expanded Robb Center
- **Finalize design and develop implementation schedule for access and customer service improvements to Town Offices** with a focus on meeting space, ADA compliance, customer service, and user experience
- **Continue to implement the Gas Disaster Recovery Plan and provide incremental updates** to the Select Board

TOWN MANAGER

- **Begin implementing** the sidewalk program and continue to incorporate it into the FY 2022-FY2026 Capital Improvement Program
- **Work with the School Committee and the West Elementary Building Committee to provide direction to and oversight of the West Elementary School project**, including continued participation in the MSBA process

Downtown Andover & Historic Mill District

Continue to seize opportunities for business development in our downtown that create a downtown experience that is consistent with the 2012 Master Plan

- Work with the business community to **support businesses through the fall and winter and develop the legal and logistical methods to make outdoor dining permanent May through October.**
- **Begin and provide oversight to the parking and hardscape improvement project** behind Old Town Hall
- Pending Town Meeting approval, **develop process for the disposition of 11 Lewis Street**, including issuance of the community-authored RFP and public selection process of a potential developer

River & Open Space Access

Enhance recreational opportunities by increasing access to our waterfronts and open space

- **Finalize design and begin permitting** of the Merrimack River Access Project along the Heffron Right of Way and the Greater Lawrence Technical School easement
- **Appoint the newly formed Open Space Task Force** and develop process for identifying and prioritizing parcels for potential acquisition
- **Continue to work collaboratively** with the Merrimack River District Commission on regional solutions to improving the overall health of the Merrimack River
- Increase access to our region's most scenic resources by constructing public pathways for recreation
(Ongoing)

Energy & Sustainability

Continue to adhere to and expand upon the principles of being a Green Community, including investment in fuel efficient vehicles and alternative energy sources and, identify dedicated resources within the FY 2021 budget to support these efforts

- **Begin work on the development of a climate and sustainability action plan** to address climate impacts, disaster preparedness, and sustainability for town and residents
- Work with Andover Green Advisory Board to design a rate structure for Andover's Community Choice Aggregation Program and **make recommendation to the Select Board in the winter of 2021**
- Explore opportunities to invest in Climate Resiliency through the Municipal Vulnerability Preparedness (MVP) grant program and **submit application for funding to support recommendations of the plan**
- **Complete Street Tree Inventory and Management Program and develop a sustainable funding source to implement street tree program**

Diversity, Equity and Inclusion

Advance community discussions around diversity, equity and inclusion and develop roadmap for next steps

- **Work with Visions, Inc. to complete a community assessment** by facilitating focus groups with residents, communities of faith, communities of color and public and private school leaders and other stakeholders
- **Complete community survey** which, in conjunction with the outcomes of the focus groups, will define the town's roadmap for next steps that are responsive to community priorities and create educational opportunities for residents and businesses on anti-racism and implicit bias Work with Human Resources to **identify and implement** training opportunities for town and school employees that focus on implicit bias, equity and anti-racism and **establish and appoint** a permanent resident and staff joint committee to work on developing a charge for Andover DIVERSE. The Committee shall also support the work of Andover DIVERSE
- **Identify and fund a dedicated resource(s)** focused on advancing the town's work around diversity, equity and inclusion goals. Evaluate opportunities that may include regional partnerships, shared services or other assignments of responsibilities as part of the effort to establish this resource(s)

TOWN MANAGER

Position Classification	FTE FY2019	FTE FY2020	FTE FY2021	REQ FY2022	TMREC FY2022	TMREC FY2022
Town Manager	1.0	1.0	1.0	1.0	1.0	230,280
Deputy Town Manager	1.0	1.0	1.0	1.0	1.0	142,329
Assistant Town Manager (1)				1.0	1.0	112,511
Executive Assistant	1.0	1.0	1.0	1.0	1.0	80,570
Dir. Business, Arts & Cultural Develop. (2)	1.0	1.0	1.0			
Meeting Recording Secretary						
Unclassified						
	4.0	4.0	4.0	4.0	4.0	565,690
(1) - Transfer from Finance (FY21)						
(2) - Transfer to CD&P (FY21)						

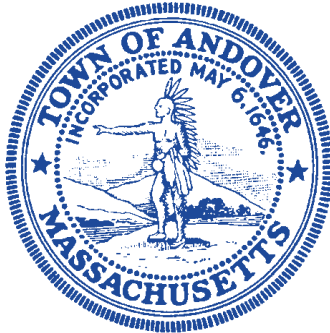
TOWN MANAGER			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011231	TOWN MANAGER SALARIES						
	5110	REG WAGES	\$467,871	\$510,990	\$554,921	\$565,690	\$565,690
	5187	RETRO WAGES	\$0	\$543	\$0	\$0	\$0
	SUBTOTAL		\$467,871	\$511,533	\$554,921	\$565,690	\$565,690
011232	TOWN MANAGER EXPENSES						
	5220	TELEPHONE	\$860	\$815	\$600	\$600	\$600
	5250	ADVRTSNG	\$759	\$198	\$0	\$0	\$0
	5270	PRINTING	\$2,963	\$5,425	\$2,500	\$2,500	\$2,500
	5231	TRANSPORTATION ALLOWANCE	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
	5295	OTHR SVCS	\$20,933	\$17,857	\$8,000	\$8,000	\$8,000
	5310	OFFICE SUP	\$1,683	\$2,882	\$500	\$500	\$500
	5394	SUPPLIES/BOOKS	\$44	\$57	\$200	\$200	\$200
	5490	EVENTS	\$3,480	\$3,292	\$0	\$0	\$0
	5504	TECHNOLOGY	\$888	\$0	\$0	\$0	\$0
	5710	TRAVEL	\$3,977	\$1,568	\$5,000	\$5,000	\$5,000
	5715	PROFESSIONAL DEVELOPMENT	\$14,055	\$12,477	\$12,000	\$12,000	\$12,000
	5720	TRAVEL OUT-OF-STATE	\$2,554	\$3,351	\$5,000	\$5,000	\$5,000
	5730	DUES/SUBSCRIPTIONS	\$5,859	\$4,921	\$3,500	\$3,500	\$3,500
	SUBTOTAL		\$64,055	\$58,843	\$43,300	\$43,300	\$43,300
	TOTAL TOWN MANAGER		\$531,926	\$570,376	\$598,221	\$608,990	\$608,990

TOWN MANAGER

Position Classification	FTE FY2019	FTE FY2020	FTE FY2021	REQ FY2022	TMREC FY2022	TMREC FY2022
SUSTAINABILITY						
Sustainability Coordinator		1.0	1.0	1.0	1.0	86,440
		1.0	1.0	1.0	1.0	86,440

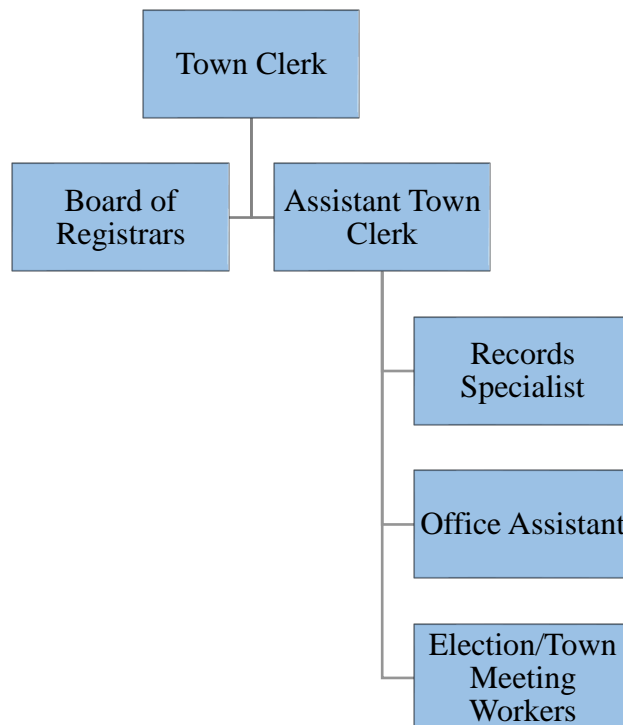
SUSTAINABILITY			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
GENERAL GOVERNMENT							
011251	SUSTAINABILITY SALARIES						
	5110	REG WAGES	\$0	\$39,849	\$84,745	\$86,440	\$86,440
		SUBTOTAL	\$0	\$39,849	\$84,745	\$86,440	\$86,440
011252	SUSTAINABILITY EXPENSES						
	5268	PROFESSIONAL SERVICES	\$0	\$0	\$50,000	\$15,000	\$15,000
	5270	PRINTING	\$0	\$0	\$0	\$3,000	\$3,000
	5295	OTHR SVCS	\$0	\$0	\$250	\$450	\$450
	5310	OFFICE SUP	\$0	\$0	\$0	\$150	\$150
	5710	TRAVEL	\$0	\$0	\$0	\$1,400	\$1,400
	5715	PROFESSIONAL DEVELOPMENT	\$0	\$0	\$0	\$2,100	\$2,100
	5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$2,000	\$800	\$800
		SUBTOTAL	\$0	\$0	\$52,250	\$22,900	\$22,900
		TOTAL SUSTAINABILITY	\$0	\$39,849	\$136,995	\$109,340	\$109,340

TOWN CLERK



Mission Statement

To uphold the integrity of the democratic process, to maintain and preserve public records, to foster cooperation and coordination between departments and to act in the best interest of the community and the State by providing innovative, efficient, quality service.



TOWN CLERK

Department Description

The Town Clerk's Office, along with the Board of Registrars, is responsible for the maintenance of the State's computerized Voter Registration System for the Town. Other related responsibilities include Town Meetings, Town and State/Federal Elections, the registration of voters, maintenance of the Street List and voter list through the annual mailing of the Town Census, and the certification of nomination papers, warrant articles for Town Meeting, and all Initiative Petitions.

Most of the Town's licensing is initially filed with and processed by the Town Clerk's Office and is approved by the Select Board. These licenses include: Alcoholic Beverage, Common Victualler, Public Vehicle for Hire, Storage of Inflammables, Raffles & Bazaars, Lodging Houses, Dog licenses, Entertainment licenses, and Motor Vehicles Class I and II, among others.

Vital record filing (i.e., birth, death and marriage records) and reporting to the State are important functions of the Town Clerk's Office. A considerable amount of time is spent on properly recording and providing public access to these records. The office also manages records and provides access to Business Certificate filings, Town Meeting records, and Election voter data. Planning Board and Zoning Board of Appeals decisions are filed with the Town Clerk's Office. We also maintain a record storage and retention system in accordance with the State's Public Record Retention regulations.

The Town Clerk's Office publishes and maintains Open Meeting Law postings, distributes educational material relating to the Open Meeting Law and the Conflict of Interest Law, and maintains compliance records. The office also helps coordinate responses to public records requests.

The Town Clerk is also responsible for the management of political campaign finance reporting for candidates for Town Offices and Political Committees organized for or against Ballot Questions.

The Town Clerk's Office plays a role in assisting the state and federal census bureaus in counting Andover residents for the decennial federal census. Relatedly, the office leads the realignment of Andover's voting precincts in accordance with the results of the decennial federal census.

Ongoing Goals of the Town Clerk's Office

- To provide an environment where customers feel their needs are our top priority.
- To adopt innovative ways to provide consistent quality service to our residents, ensuring customer satisfaction and fostering community spirit.
- To present the Town Clerk's Office as a central information point for residents and persons at large.
- To instill a high level of public confidence in the integrity of the electoral process, the Town Meeting format, and in various government operations.
- To provide staff with the training and education necessary for a high level of job performance and satisfaction.

FY2022 Objectives

ELECTIONS & TOWN MEETINGS

- To manage the 2022 Annual Town Election.
- To manage the 2022 Annual Town Meeting.
- To monitor progress of proposed legislation and be prepared to implement any changes in election laws and procedures, particularly given the sweeping changes associated with Covid-19.
- To manage any Special Town Meetings or Special Elections.
- To continue to recruit and train election and town meeting workers in election procedures, rules, and regulations.
- To proactively conduct community outreach in the areas of census and voter registration.
- To continue review of our election procedures to provide cost efficiencies.

TOWN CLERK

RECORD MANAGEMENT

- To continue to work with departments on record management.
- To continue the scanning of vital records for electronic issuance.
- To implement the Vitals Information Partnership with the Registry of Vital Records and Statistics.
- To improve the internal processes for responding to public records requests.

TOWN LICENSING

- To continue educating and informing the public of licensing obligations and administrative procedures.
- To help implement the Town-wide “View Permit” permitting/licensing system.

TRAINING

- To continue to provide office staff with guidance regarding customer service skills.
- To provide educational opportunities to staff to enhance job performance and satisfaction.

COMMUNICATIONS

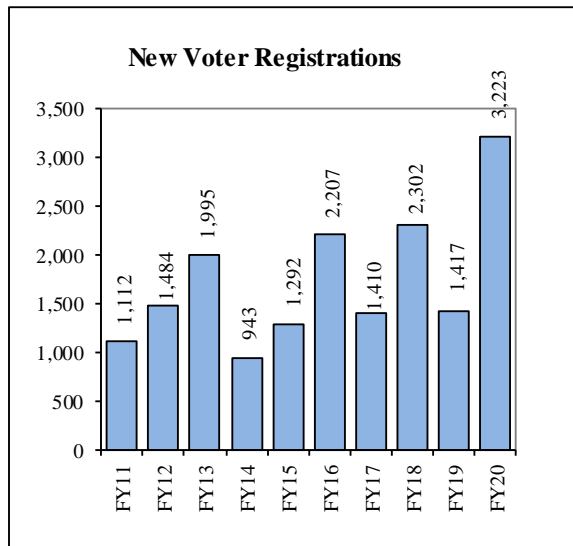
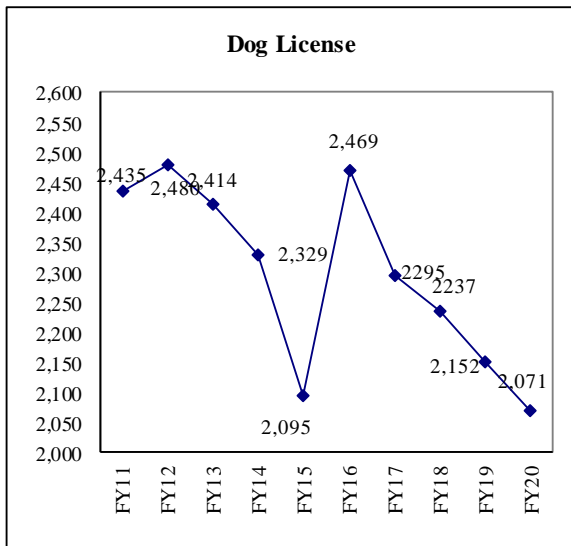
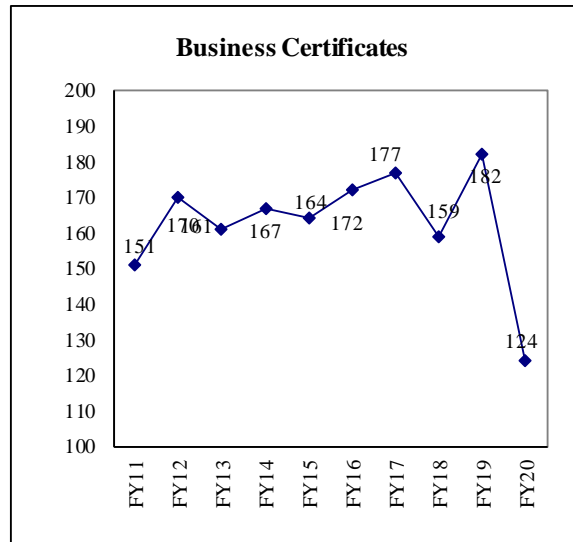
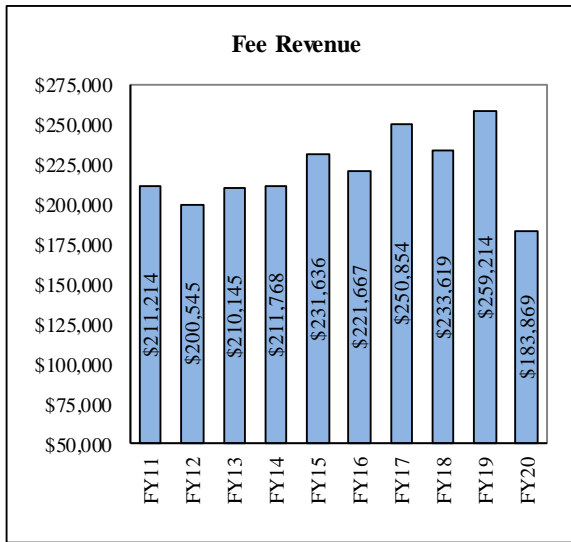
- To use all media avenues available to better inform and communicate with the public, including the use of press releases, the Town website, social media, cable TV, newsletters, and mailings that may be available from time to time.

CUSTOMER SERVICE

- To improve customer service and satisfaction through training, education, and customer outreach.

TOWN CLERK

TOWN CLERK PERFORMANCE STATISTICS

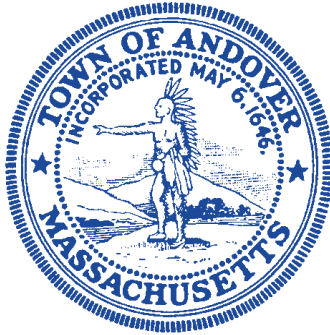


TOWN CLERK

Position Classification	FTE FY2019	FTE FY2020	FTE FY2021	REQ FY2022	TMREC FY2022	TMREC FY2022
TOWN CLERK						
Town Clerk/Chief Strategy Officer	1.0	1.0	1.0	1.0	1.0	135,258
Asst. Town Clerk	1.0	1.0	1.0	1.0	1.0	88,940
Records Specialist	1.0	1.0	1.0	1.0	1.0	56,522
Office Assistant III	1.0	1.0	1.0	1.0	1.0	65,219
	4.0	4.0	4.0	4.0	4.0	345,939

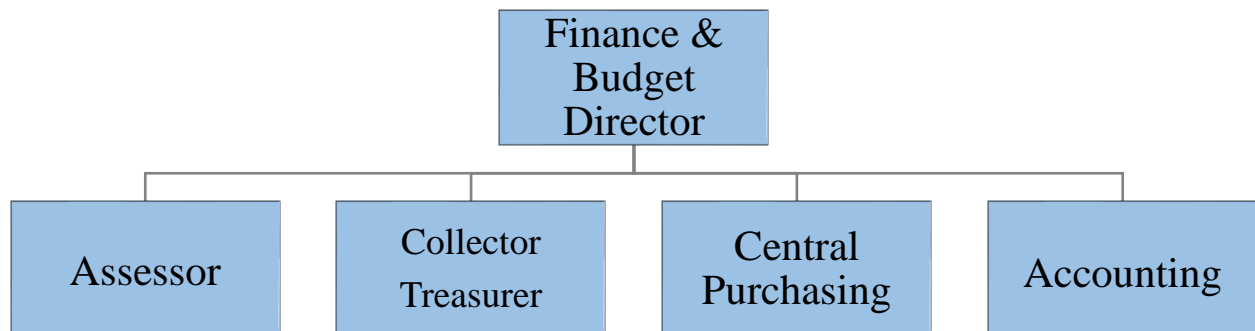
TOWN CLERK			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011611	TOWN CLERK SALARIES						
	5110	REG WAGES	\$327,320	\$328,252	\$338,055	\$345,939	\$345,939
	5120	OVERTIME	\$20,432	\$4,752	\$17,632	\$8,000	\$8,000
	5130	PART TIME	\$7,315	\$12,127	\$12,000	\$12,420	\$12,420
	5135	PT ELECT	\$59,235	\$26,997	\$57,720	\$28,090	\$28,090
	5187	RETRO WAGES	\$0	\$1,104	\$0	\$0	\$0
	SUBTOTAL		\$414,302	\$373,232	\$425,407	\$394,449	\$394,449
011612	TOWN CLERK EXPENSES						
	5225	POSTAGE	\$12,850	\$6,904	\$16,190	\$14,440	\$14,440
	5250	ADVTSNG	\$1,229	\$510	\$2,500	\$2,000	\$2,000
	5270	PRINTING	\$6,870	\$16,616	\$13,575	\$15,675	\$15,675
	5271	CREDIT CARD FEES	\$394	\$405	\$1,000	\$1,000	\$1,000
	5282	REP-OFF EQ	\$2,200	\$4,004	\$8,480	\$10,280	\$10,280
	5295	OTHR SVCS	\$33,520	\$22,468	\$21,840	\$25,840	\$25,840
	5310	OFFICE SUP	\$3,969	\$4,243	\$4,700	\$4,700	\$4,700
	5420	OFF EQUIP	\$0	\$0	\$1,000	\$1,000	\$1,000
	5710	TRAVEL	\$785	\$1,150	\$2,000	\$2,000	\$2,000
	5715	PROF DEV	\$2,193	\$1,955	\$0	\$0	\$0
	5730	DUES/SUBSCRIPTIONS	\$1,394	\$1,054	\$1,626	\$1,626	\$1,626
	5799	OFFICE FURNITURE	\$21,157	\$0	\$0	\$0	\$0
	SUBTOTAL		\$86,561	\$59,309	\$72,911	\$78,561	\$78,561
	TOTAL TOWN CLERK		\$500,863	\$432,541	\$498,318	\$473,010	\$473,010

FINANCE AND BUDGET



Mission Statement

To build and reinforce confidence in Town financial management by managing and planning all financial functions in an efficient, cost effective and responsive manner; and, through a collaboration of team efforts, provide departments and the public with the necessary information to ensure accuracy, accountability, and justification.



FINANCE AND BUDGET

Department Description

The Finance and Budget Department has four divisions: Administration & Finance, Assessor, Collector/Treasurer, and Central Purchasing/Central Services.

The **Administration & Finance Division** oversees the operations of the Department and is also responsible for the Town's financial planning and budget preparation.

The **Accounting Division** is responsible for providing accounting and financial reporting services to all Town Departments, Boards, Commissions and other Regulatory Agencies in accordance with Massachusetts General Laws, Municipal Bylaws, and Generally Accepted Accounting Principles. Responsibilities include processing and maintaining all payroll records; review, process and maintenance of all accounts payable records; preparation and distribution of water and sewer billings; preparation and distribution of accurate and timely financial reports from data in the Town's accounting system; coordinate the completion of the annual independent financial audit; and provide financial research and analysis as requested. Additionally, the Town Accountant, as ex-officio, is a member of the Andover Retirement Board which oversees the retirement program for all retired Town, Andover Housing Authority and School employees (excluding school teachers who retire under the Massachusetts Teachers Retirement System).

The **Assessor Division** is responsible each year for the valuation of real estate and personal property in the Town as well as processing Statutory Tax Exemptions, Tax Abatement Filings, Motor Vehicle Excise Taxes and Sewer Betterments. The three member Board of Assessors is appointed by the Town Manager and reviews all requests for abatements and exemptions.

The **Collector/Treasurer Division** is responsible for the collection of all monies due the Town for the following: Real Estate, Personal Property, Motor Vehicle Excise Taxes, Departmental Receipts, Water and Sewer charges, Parking Tickets and any related receipts. In addition, the division is responsible for issuing Certificates of Lien and Betterment Discharges; processing payroll deductions and taxes for Town & School departments including reconciling W2's and 1099's, reconciling all Town Bank Accounts and processing warrants and checks to pay vendors. The Collector/Treasurer's Office also manages Tax Titles, Tax Liens and Foreclosures. Administrate the Margaret Towle and Cornell Fuel benevolent funds, as well as the Andover Dollar For Scholars scholarship fund.

The Parking Clerk is part of the Collector/Treasurer's office. A Deputy Tax Collector comes once a month to act as the Hearing Officer for any related parking ticket issues.

The Collector/Treasurer manages the Town's Debt Service including borrowing funds both short and long term.

The **Central Purchasing Division** is responsible for oversight of the Town and School bidding process to ensure compliance with Massachusetts General Laws; contract compliance regarding Andover's Affirmative Action Plan; coordination of insurance and risk management for property and casualty claims for all Town and School departments with the exception of health and personal insurance (which are handled by the Human Resource Department) and oversight of our present insurance company's Rewards Program which helps control and reduce losses along with providing future savings on insurance premiums.

FY2022 Objectives

FINANCE ADMINISTRATION:

- To provide Town Manager, elected and appointed officials with the data and analysis required to make informed financial decisions with a view to long-term fiscal implications.
- To work with the Human Resources office on health insurance programs.
- To enhance the information and use of the town web site for staff, citizens and businesses.
- To work with the consolidated Information Technology Services department to review and implement any recommendations for financial software improvements.
- To implement additional financial software modules to increase efficiency and timeliness of reporting financial information

FINANCE AND BUDGET

DIVISION: ACCOUNTING

- To calculate annual Free Cash in accordance with the Department of Revenue's requirements.
- Coordinate annual preparation of Tax Rate Recapitulation with the Town Assessor.
- Compile the data, prepare and submit various state and local financial reports.
- Prepare the annual audit in accordance with outside, independent audit guidelines.
- Continue with the integration and upgrading of the Town's Financial Management Software system.
- Work with the Town's Audit Committee and assist them in meeting their responsibilities.
- Maintain Town Debt Ledgers.
- Continue to interpret and assist in implementing union contract settlements; monitor to ensure compliance.
- Prepare and submit Town's portion of the School End-of-Year Report in accordance with DOE requirements.
- Organize, prepare and submit data for the annual Workers Compensation Audit.
- Perform annual Health Insurance Audit to ensure accuracy of Town records.
- Coordinate with Human Resources and the Town Treasurer and prepare direct insurance billing.
- Prepare water and sewer bills utilizing newly implemented CUSI billing software.
- Record, distribute and reconcile Town departmental attendance records.
- Participate with Town Management to perform a Town wide Fraud Assessment.
- Respond to information requests from both internal and external sources.

DIVISION: ASSESSORS

- To continue the valuation of all property within the town.
- To seek out and value all taxable personal property.
- To enhance methods of providing public access to property records and information that would be helpful to taxpayers. The use of the Town's web page is the primary goal.
- To continue GIS training for staff on the Town's GIS system.

DIVISION: COLLECTOR/TREASURER

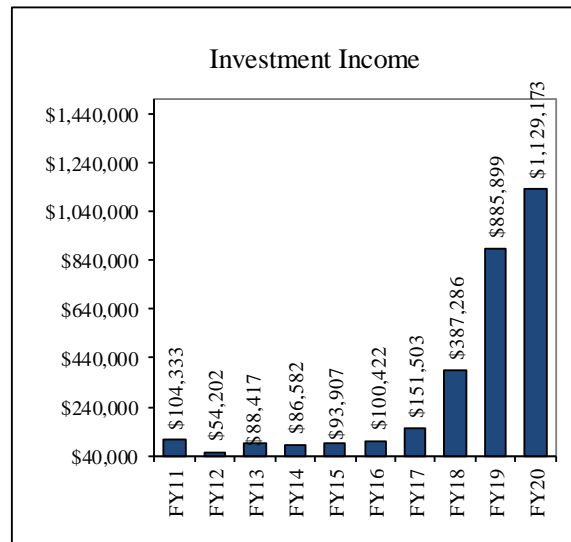
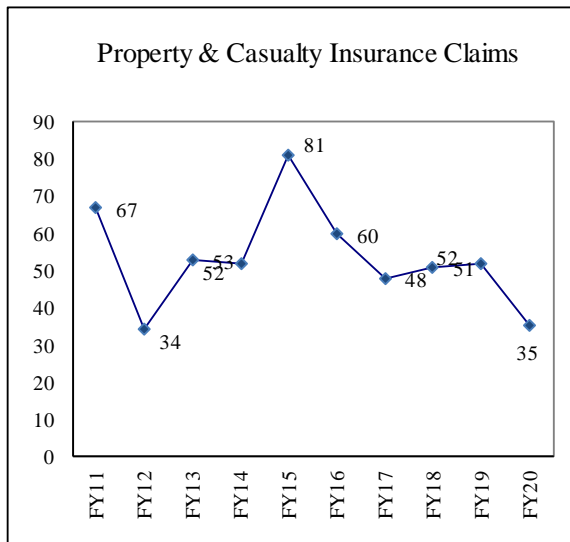
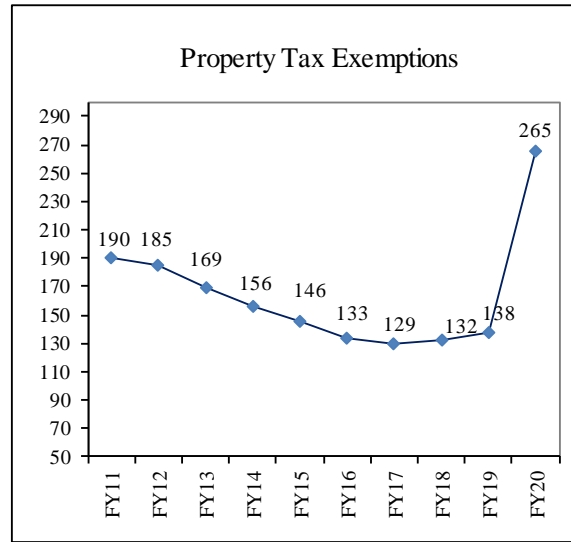
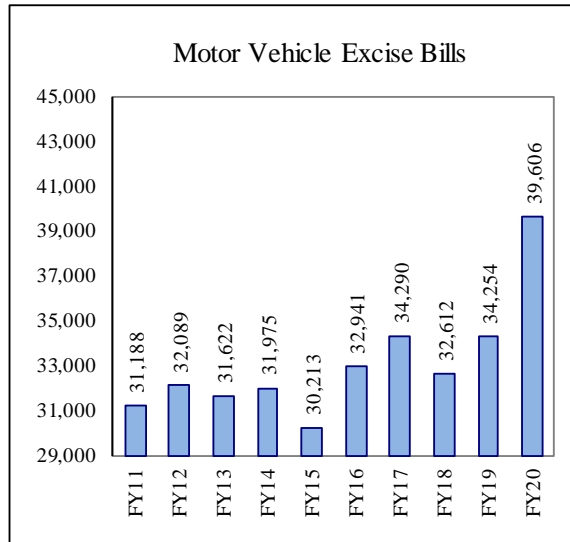
- To continue to provide courteous and prompt service to all of our taxpayers & ratepayers, including account reconciliations.
- Reconcile all receivable accounts in a timely manner.
- Assist in the implementation of the "Paperless" purchase order system.
- Provide additional information on Town's website to increase online presence and payments.
- Continued concentrated effort to collect and reduce delinquent tax title accounts.
- Continue to improve the implemented Cash Management Plan.
- Oversee that all current short term investments maximize investment income while meeting the requirements of our Investment Policy, and that cash flow is sufficient to meet the Town's needs.

DIVISION: CENTRAL PURCHASING

- To continue to guide departments, Town and School, in purchasing items under M.G.L.
- To encourage all departments to utilize the Commonwealth of Massachusetts State bid list, as well as other cooperative contracts, whenever it is beneficial to do so.
- To continue to streamline the purchasing process to alleviate the burden on the individual departments.
- To assist and support all departments in preparing their bids and request for proposals.
- To utilize the Town website and www.commbuys.com for posting of current bid and requests for proposal information and notices.
- To continue to initiate new forms and procedures to make it easier for departments to comply with the MGL purchasing requirements.
- Develop a comprehensive handbook which will outline all procurement laws and policies
- To continue to inform and explain any new or changed procurement requirements and regulations to both Town and School Departments.
- To continue to initiate or join new cooperative bids with other municipalities and organizations.
- To continue to explore areas of the Town's buying practices to see if any potential bid/RFP opportunities exist which would either save money or generate revenue through a formal competitive solicitation.

FINANCE AND BUDGET

FINANCE PERFORMANCE STATISTICS



Property Tax Exemptions includes the Andover Means Tested Senior Tax Exemption which was implemented in FY2020

FINANCE AND BUDGET

Position Classification	FTE FY2019	FTE FY2020	FTE FY2021	REQ FY2022	TMREC FY2022	TMREC FY2022
DEPARTMENT OF FINANCE						
<u>FINANCE ADMINISTRATION</u>						
Finance and Budget Director	1.0	1.0	1.0	1.0	1.0	151,856
Chief of Administrative Services	1.0	1.0				
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	70,085
Unclassified						19,682
	3.0	3.0	2.0	2.0	2.0	241,623
<u>COLLECTOR/TREASURER</u>						
Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	124,267
Asst. Collector/Treasurer	1.0	1.0	1.0	1.0	1.0	93,451
Office Administrator	1.0	1.0				
Cash Manager		1.0	1.0	1.0	1.0	71,774
Office Assistant III	2.0	1.0	1.0	1.0	1.0	58,994
	5.0	5.0	4.0	4.0	4.0	348,486
<u>ASSESSING</u>						
Chief Assessor	1.0	1.0	1.0	1.0	1.0	117,805
Senior Assessor	1.0	1.0	1.0	1.0	1.0	95,276
Office Coordinator	1.0	1.0	1.0	1.0	1.0	77,562
Property Field Lister	1.0	1.0	1.0	1.0	1.0	58,438
Office Assistant III	1.0	1.0	1.0	1.0	1.0	67,452
	5.0	5.0	5.0	5.0	5.0	416,533
<u>CENTRAL PURCHASING</u>						
Purchasing Agents/Ins Coordinator *	0.6	0.6	0.6	0.6	0.6	59,057
Purchasing/Insurance Assistant	1.0	1.0	1.0	1.0	1.0	76,029
	1.6	1.6	1.6	1.6	1.6	135,086
<u>TOWN ACCOUNTANT</u>						
Town Accountant/Asst Finance Director	1.0	1.0	1.0	1.0	1.0	121,727
Assistant Town Accountant/Town Auditor	1.0	1.0	1.0	1.0	1.0	87,223
Payroll Administrator	1.0	1.0	1.0	1.0	1.0	81,437
Accounts Payable Coordinator	1.0	1.0	1.0	1.0	1.0	69,222
Accounting Assistant						
Office Assistant II	0.5	0.5	0.5	0.5	0.5	29,031
	4.5	4.5	4.5	4.5	4.5	388,640
FINANCE TOTAL	19.1	19.1	17.1	17.1	17.1	1,530,368
* - Charged 60% Town/40% School						

FINANCE AND BUDGET

FINANCE ADMINISTRATION			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011331	FINANCE ADMIN SALARIES						
	5110	REG WAGES	\$300,616	\$350,071	\$236,415	\$241,623	\$241,623
	5120	OVERTIME	\$8,431	\$5,645	\$6,000	\$6,000	\$6,000
	5130	PART-TIME	\$0	\$0	\$0	\$0	\$0
	5187	RETRO WAGES	\$0	\$402	\$0	\$0	\$0
	SUBTOTAL		\$309,047	\$356,118	\$242,415	\$247,623	\$247,623
011332	FINANCE ADMIN EXPENSES						
	5255	SOFTWARE SUPPORT	\$106,668	\$123,414	\$130,000	\$140,000	\$140,000
	5295	OTHER SERVICES	\$0	\$240	\$550	\$550	\$550
	5310	OFFICE SUP	\$69	\$67	\$500	\$500	\$500
	5394	SUPPLIES/BOOKS	\$52	\$52	\$60	\$60	\$60
	5504	TECHNOLOGY	\$888	\$0	\$0	\$0	\$0
	5710	TRAVEL	\$2,084	\$1,268	\$2,500	\$2,500	\$2,500
	5715	PROFESSIONAL DEVELOPMENT	\$1,567	\$954	\$3,000	\$3,000	\$3,000
	5730	DUES/SUBSCRIPTIONS	\$985	\$784	\$1,000	\$1,000	\$1,000
	SUBTOTAL		\$112,313	\$126,779	\$137,610	\$147,610	\$147,610
	TOTAL FINANCE ADMINISTRATION		\$421,360	\$482,897	\$380,025	\$395,233	\$395,233

TOWN ACCOUNTANT			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011351	TOWN ACCOUNTANT SALARIES						
	5110	REG WAGES	\$327,184	\$351,820	\$360,460	\$359,609	\$359,609
	5120	OVERTIME	\$2,224	\$374	\$1,500	\$1,500	\$1,500
	5130	PART TIME	\$19,742	\$22,966	\$27,504	\$29,031	\$29,031
	5187	RETRO WAGES	\$0	\$1,444	\$0	\$0	\$0
	SUBTOTAL		\$349,150	\$376,604	\$389,464	\$390,140	\$390,140
011352	TOWN ACCOUNTANT EXPENSES						
	5270	PRINTING	\$1,125	\$1,562	\$1,400	\$1,400	\$1,400
	5295	OTHR SVCS	\$67,475	\$65,740	\$70,000	\$70,000	\$70,000
	5310	OFFICE SUP	\$4,217	\$1,058	\$4,000	\$4,000	\$4,000
	5504	TECHNOLOGY	\$1,864	\$1,585	\$1,800	\$0	\$0
	5710	TRAVEL	\$2,915	\$185	\$2,900	\$2,900	\$2,900
	5715	PROFESSIONAL DEVELOPMENT	\$4,489	\$1,137	\$4,500	\$4,500	\$4,500
	5730	DUES/SUBSCRIPTIONS	\$547	\$741	\$600	\$600	\$600
	SUBTOTAL		\$82,632	\$72,008	\$85,200	\$83,400	\$83,400
	TOTAL TOWN ACCOUNTANT		\$431,782	\$448,612	\$474,664	\$473,540	\$473,540

FINANCE AND BUDGET

CENTRAL PURCHASING GENERAL GOVERNMENT			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
011381	CENTRAL PURCHASING SALARIES						
	5110	REG WAGES	\$116,225	\$121,425	\$124,932	\$135,086	\$135,086
	5187	RETRO WAGES	\$0	\$679	\$0	\$0	\$0
	SUBTOTAL		\$116,225	\$122,104	\$124,932	\$135,086	\$135,086
011382	CENTRAL PURCHASING EXPENSES						
	5250	ADVRTSNG	\$8,619	\$8,725	\$8,000	\$8,000	\$8,000
	5270	PRINTING	\$0	\$0	\$700	\$700	\$700
	5295	OTHR SVCS	\$247	\$670	\$1,000	\$1,000	\$1,000
	5310	OFFICE SUPPLIES	\$527	\$162	\$600	\$600	\$600
	5710	TRAVEL	\$400	\$49	\$1,000	\$1,000	\$1,000
	5715	PROFESSIONAL DEVELOPMENT	\$1,520	\$570	\$1,300	\$1,300	\$1,300
	5730	DUES/SUBSCRIPTIONS	\$402	\$487	\$1,200	\$1,200	\$1,200
	SUBTOTAL		\$11,715	\$10,663	\$13,800	\$13,800	\$13,800
	TOTAL CENTRAL PURCHASING		\$127,940	\$132,767	\$138,732	\$148,886	\$148,886

ASSESSING GENERAL GOVERNMENT			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
011411	ASSESSING SALARIES						
	5110	REG WAGES	\$368,603	\$389,291	\$401,168	\$416,533	\$416,533
	5187	RETRO WAGES	\$0	\$2,165	\$0	\$0	\$0
	SUBTOTAL		\$368,603	\$391,456	\$401,168	\$416,533	\$416,533
011412	ASSESSING EXPENSES						
	5231	TRNS ALLOW	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200
	5270	PRINTING	\$116	\$0	\$2,000	\$0	\$0
	5282	REP-OFF EQ	\$300	\$730	\$1,000	\$1,000	\$1,000
	5295	OTHR SVCS	\$14,000	\$15,080	\$15,000	\$15,000	\$15,000
	5310	OFFICE SUP	\$1,955	\$1,548	\$3,000	\$3,000	\$3,000
	5710	TRAVEL	\$763	\$0	\$1,500	\$1,500	\$1,500
	5715	PROFESSIONAL DEVELOPMENT	\$1,412	\$0	\$0	\$0	\$0
	5730	DUES/SUBSCRIPTIONS	\$1,025	\$1,311	\$2,000	\$2,000	\$2,000
	SUBTOTAL		\$23,771	\$22,869	\$28,700	\$26,700	\$26,700
	TOTAL ASSESSING		\$392,374	\$414,325	\$429,868	\$443,233	\$443,233

FINANCE AND BUDGET

COLLECTOR/TREASURER			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011451	COLLECTOR/TREASURER SALARIES						
	5110	REG WAGES	\$340,710	\$351,246	\$335,925	\$348,486	\$348,486
	5120	OVERTIME	\$321	\$53	\$500	\$500	\$500
	5130	PART TIME	\$2,665	\$1,875	\$4,000	\$4,000	\$4,000
	5187	RETRO WAGES	\$0	\$1,445	\$0	\$0	\$0
	SUBTOTAL		\$343,696	\$354,619	\$340,425	\$352,986	\$352,986
011452	COLLECTOR/TREASURER EXPENSES						
	5250	ADVERTISING	\$749	\$319	\$1,450	\$1,450	\$1,450
	5270	PRINTING	\$3,965	\$3,434	\$15,500	\$15,500	\$15,500
	5282	REP-OFF EQ	\$0	\$0	\$2,000	\$2,000	\$2,000
	5295	OTHR SVCS	\$100,987	\$30,825	\$42,000	\$45,000	\$45,000
	5310	OFFICE SUP	\$4,072	\$2,839	\$5,000	\$5,000	\$5,000
	5395	OTH COMM	\$1,743	\$2,125	\$2,000	\$2,000	\$2,000
	5710	TRAVEL	\$56	\$1,791	\$3,500	\$4,000	\$4,000
	5715	PROFESSIONAL DEVELOPMENT	\$180	\$200	\$0	\$0	\$0
	5730	DUES/SUBSCRIPTIONS	\$380	\$580	\$850	\$850	\$850
	5799	OFFICE FURNITURE	\$7,053	\$0	\$0	\$0	\$0
	SUBTOTAL		\$119,185	\$42,113	\$72,300	\$75,800	\$75,800
	TOTAL COLLECTOR/TREASURER		\$462,881	\$396,732	\$412,725	\$428,786	\$428,786

CENTRAL SERVICES			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011592	CENTRAL SERVICES EXPENSES						
	5225	POSTAGE	\$64,347	\$79,867	\$75,000	\$80,000	\$80,000
	5270	PRINTING	\$125	\$22	\$200	\$100	\$100
	5282	REP-OFF EQ	\$0	\$200	\$200	\$200	\$200
	5291	RENT EQUIP	\$15,023	\$13,252	\$14,500	\$15,000	\$15,000
	5295	OTHR SVCS	\$1,114	\$417	\$1,000	\$0	\$0
	5310	OFFICE SUP	\$1,362	\$1,423	\$900	\$900	\$900
	5420	OFF EQUIP	\$376	\$400	\$500	\$500	\$500
	SUBTOTAL		\$82,347	\$95,581	\$92,300	\$96,700	\$96,700
	TOTAL CENTRAL SERVICES		\$82,347	\$95,581	\$92,300	\$96,700	\$96,700

OTHER GENERAL GOVERNMENT BUDGETS

Town Counsel

This account provides legal services including general legal counsel, labor counsel, special counsel, and litigation for the Town.

TOWN COUNSEL			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011511	TOWN COUNSEL SALARIES						
	5110	REG WAGES	\$0	\$0	\$0	\$6,500	\$6,500
TOTAL	TOWN COUNSEL SALARIES		\$0	\$0	\$0	\$6,500	\$6,500
011512	TOWN COUNSEL EXPENSES						
	5295	OTHR SVCS	\$413,761	\$361,504	\$254,000	\$247,500	\$247,500
	SUBTOTAL		\$413,761	\$361,504	\$254,000	\$247,500	\$247,500
	TOTAL TOWN COUNSEL		\$413,761	\$361,504	\$254,000	\$254,000	\$254,000

Damages to Persons/Property

This account pays for minor damage claims submitted to the Town of Andover for occurrences not covered by the Town's insurance policies.

DAMAGES TO PERSONS & PROPERTY			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019002	DAMAGES PERS/PROP EXPENSES						
	5702	DAMAGE TO PROPERTY	\$592	\$1,676	\$2,000	\$2,000	\$2,000
	SUBTOTAL		\$592	\$1,676	\$2,000	\$2,000	\$2,000
	TOTAL DAMAGES TO PERS/PROPERTY		\$592	\$1,676	\$2,000	\$2,000	\$2,000

OTHER GENERAL GOVERNMENT BUDGETS

Employee Benefits

The Employee Benefits account is the appropriation for the town share of life insurance and Medicare payroll tax for town employees. Also included are funds for tuition reimbursement for approved educational courses and administrative fees for the Town's employee flexible spending plan. This year we are beginning to include with the budget payments for accumulated leave due when employees retire.

EMPLOYEE BENEFITS			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019101	EMPLOYEE BENEFITS EXPENSES						
	5143	ACCUM BENEFITS	\$414,173	\$332,588	\$450,000	\$461,000	\$461,000
	SUBTOTAL		\$414,173	\$332,588	\$450,000	\$461,000	\$461,000
019102	EMPLOYEE BENEFITS EXPENSES						
	5204	EMPLOYEE MILITARY SERVICE	\$0	\$0	\$0	\$0	\$0
	5207	LIFE INSURANCE	\$7,480	\$4,574	\$10,000	\$10,000	\$10,000
	5208	EMPLOYEE ASSISTANCE	\$41,174	\$52,335	\$40,000	\$50,000	\$50,000
	5740	MEDICARE	\$483,704	\$497,934	\$499,114	\$529,139	\$529,139
	SUBTOTAL		\$532,358	\$554,843	\$549,114	\$589,139	\$589,139

Commission on Disability

The Andover Commission on Disability advocates for the full integration and participation of people with disabilities in the Town of Andover, and provides information, referrals, guidance and technical assistance to individuals, public agencies, businesses and organizations in matters pertaining to disability.

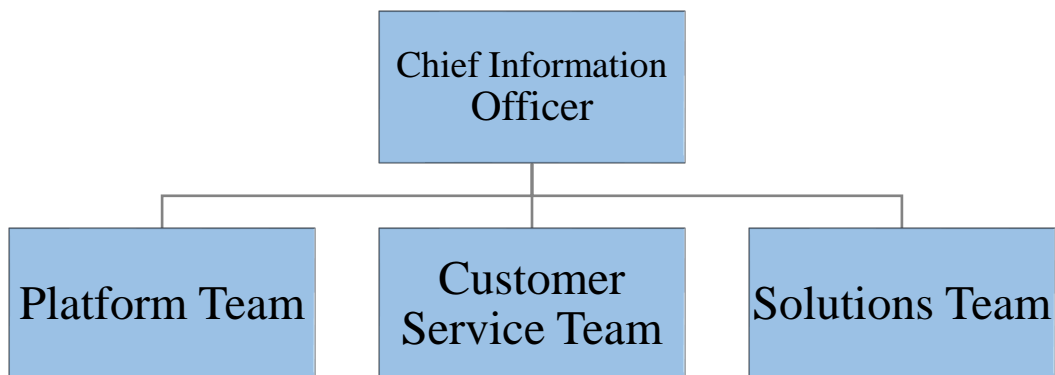
COMMISSION FOR DISABILITIES			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011241	COMM FOR DISABILITY SALARIES						
	5130	PART TIME	\$1,050	\$1,200	\$1,200	\$1,200	\$1,200
	SUBTOTAL		\$1,050	\$1,200	\$1,200	\$1,200	\$1,200
011242	COMM FOR DISABILITY EXPENSES						
	5295	OTHR SVCS	\$5,003	\$5,267	\$5,000	\$5,000	\$5,000
	5310	OFFICE SUP	\$569	\$518	\$800	\$800	\$800
	5710	TRAVEL	\$0	\$20	\$0	\$0	\$0
	SUBTOTAL		\$5,572	\$5,805	\$5,800	\$5,800	\$5,800
	TOTAL COMMISSION FOR DISABILITIES		\$6,622	\$7,005	\$7,000	\$7,000	\$7,000

Information Technology



Mission Statement

The mission of the Department of Information Technology is to act both as a catalyst for innovation as well as to provide planning, coordination, and management in all areas of information systems and technologies in support of the operational missions of all Town of Andover departments and the Andover Public School district.



INFORMATION TECHNOLOGY

Department Description

The Department of Information Technology provides centralized information and technology support and services to all Town departments and the Andover Public Schools. The central IT Department is led by the Chief Information Officer (CIO), who reports to the Town Manager and the Superintendent of Schools. The IT Department consists of three teams – Platform, Customer Service and Solutions.

Platform Team - Responsible for architecting and deploying all of the Town's hardware, software and networking platforms including: servers, storage, network hardware, wireless, unified communications, fiber infrastructure, security, backup, disaster recovery, email, archiving and user account management. They manage our two redundant data centers and 40+ building based facilities.

Customer Service and Operations Team – Handles the deployment and on-going maintenance of all end user devices as well as the daily support and maintenance of core platform systems. Currently the combined staff and student fleet represents in excess of 10,000 desktops, laptops, tablets, interactive projectors and printers. The team is responsible for setting up desktop PCs as well as other peripheral hardware and devices; software installations; tracking, prioritizing, and resolving user support calls; and providing a resource pool when needed to support increased workload demands and department specific projects.

Solutions Team – Provide technology planning, project management and database services for the domain specific applications that support the Town's core departments. Currently, this division provides on-going support for education, financial systems, GIS, library and public safety; as well as a myriad of software programs and other digital technologies that are integral to the operations of other Town departments and the Andover Public Schools. They are responsible for the operational, on-going aspects of application software and for understanding the specific business functions of the departments they support. This team will also be called upon to deliver services in areas such as: enhancing our current websites, increasing the availability of eGov services, creating standardized performance management systems, development of internal data warehouses, increasing the efficacy of digital learning in our classrooms, introducing content management and knowledge management initiatives.

IT Mission

- Improve Citizen Engagement and Experience
- Improve Student Learning
- Improve Staff Productivity and Collaboration
- Improve Operational and Economic Efficiency
- Ensure Safety and Security
- Create a Measurement Culture
- Support TM and Department Initiatives
- Enhance and Maintain our Technology Platforms
- Enhance and Maintain our Application Platforms
- Provide Outstanding Customer Service

FY 2022 Objectives

- Continue deployment of Microsoft 365 and Teams
 - Merge functionality of GMAIL and M365
 - Move all file storage to cloud
- Improve Cyber Security profile
 - Launch cyber awareness training
 - Deploy new generation AI capable SPAM and anti-virus capabilities
- Launch upgraded data center
 - Deploy cloud-based disaster recovery capabilities
 - Improve redundancy in town fiber infrastructure to provide more resilient operation
 - Support design of microwave relay system

INFORMATION TECHNOLOGY

- IT Support for New Construction
 - Ballardvale Fire
 - Robb Senior Center
 - West Elementary School
 - Town Office Renovation
 - Mobile Town Hall
- Enhance Customer Service Center
 - Introduce Bookings for virtual meetings
 - Organize and centralize all customer forms
 - Convert to DocuSign for online filing
- Launch Additional MUNIS Modules
 - Tyler Content Manager/DocOrigins
 - Employee Self Service
 - Citizen Self Service
 - Online POs for schools
 - Deploy new water measurement and billing system
- Launch mobile component of Voice over IP (VoIP) telephony system
- Complete roll out of mobile emergency notification system across all town and school populations
 - Launch Informacast Mobile for staff
 - Complete speaker redesign
 - Develop coordinated response protocols
- Improve/standardize video conferencing in all collaborative spaces
 - Upgrade projectors and audio
 - Standardize on conferencing platform
 - Develop pilot next generation virtual classroom
 - Streamline all virtual meetings
 - Improve collaboration experience in Town and School conference rooms and work rooms
- Continue to streamline “Work from Home (WFH)” experience
- LAUNCH PILOT TOWNWIDE PERFORMANCE MEASUREMENT DASHBOARD
- Assist in launch of townwide performance measurement dashboards
 - Design metrics
 - Integrate underlying data sources
 - Design user interface/look and feel
 - Launch IT metrics and project status dashboard
- Assist in deployment of new Public Safety Computer Aided Dispatch system
- Evaluate and potentially begin deployment of new Student Information System (SIS)
- Deploy new town intranet
- Create a plan to greatly increase Town’s utilization of digitization and reduce paper volume. Begin work on “Managed Print”
- Continue transition from analog to digital for all building management systems and create more unified monitoring and management
- Select and deploy standardized Digital Signage solution
- Review all learnings from remote learning experience to create a new vision for evolving classroom experience

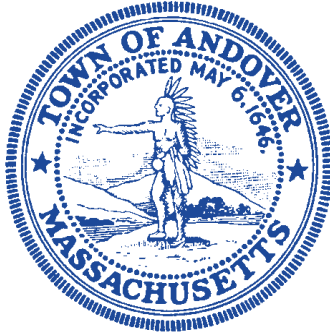
INFORMATION TECHNOLOGY

Position Classification	FTE FY2019	FTE FY2020	FTE FY2021	REQ FY2022	TMREC FY2022	TMREC FY2022
INFORMATION TECHNOLOGY						
Chief Information Officer (CIO)	1.0	1.0	1.0	1.0	1.0	152,002
Solution Architect	1.0	1.0	2.0	2.0	2.0	244,818
Platform Architect	1.0	1.0	1.0	1.0	1.0	124,245
Platform Engineer	1.0	1.0	2.0	2.0	2.0	182,743
Solution Administrator	1.0	1.0	1.0	1.0	1.0	84,842
System Administrator IT/Public Safety (Moved to Public Safety)	1.0	1.0				
Director Customer Service & Operations	1.0	1.0	1.0	1.0	1.0	108,420
Geographic Information Systems Coordinator *	1.0	1.0	1.0	1.0	1.0	53,248
Platform Administrator	4.0	3.0	3.0	3.0	3.0	250,341
Solution Manager	1.6	1.0	2.0	2.0	2.0	205,125
Support Technician	2.7	3.7	3.0	3.0	3.0	219,673
Asset Coordinator	1.0	1.0	1.0	1.0	1.0	82,066
HRIS Specialist		1.0				
Solution Analyst		1.7	1.7	2.0	1.8	168,710
Solution Analyst		1.0				
Administrative Assistant						
Customer Service Coordinator	1.0	1.0	1.0	1.0	1.0	80,275
Solution Manager		0.5	0.5	0.5	0.5	52,878
Unclassified						19,952
	18.3	21.9	21.2	21.5	21.3	2,029,338
* - Salary allocated .6 to Gen. Fund, .2 to Water Fund, and .2 to Sewer Fund						
Note: Titles/Grades were changed in FY20						

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011551	INFORMATION TECHNOLOGY SALARIES						
	5110	REG WAGES	\$1,285,466	\$1,688,870	\$1,818,444	\$1,990,460	\$1,962,460
	5120	OVERTIME	\$1,474	\$1,298	\$17,450	\$19,415	\$19,415
	5130	PART-TIME	\$212,101	\$153,154	\$116,292	\$52,878	\$66,878
	5140	SEASONAL	\$26,396	\$16,363	\$18,000	\$23,400	\$23,400
	5187	RETRO WAGES	\$0	\$6,906	\$0	\$0	\$0
	SUBTOTAL		\$1,525,437	\$1,866,591	\$1,970,186	\$2,086,153	\$2,072,153
011552	INFORMATION TECHNOLOGY EXPENSES						
	5220	TELEPHONE	\$0	\$0	\$0	\$0	\$0
	5260	TECH/INFRASTRUCTURE	\$169,480	\$740	\$0	\$0	\$0
	5261	PERSONAL PRODUCTIVITY	\$0	\$0	\$0	\$0	\$0
	5262	APPLICATIONS	\$7,771	\$9,376	\$0	\$0	\$0
	5263	IMAGING	\$918	\$1,308	\$2,500	\$3,500	\$2,500
	5264	MOBILE	\$2,006	\$2,190	\$5,000	\$5,000	\$5,000
	5265	TELECOM	\$93,112	\$108,811	\$96,820	\$99,320	\$99,320
	5268	PROFESSIONAL SERVICES	\$1,819	\$18,384	\$10,000	\$10,000	\$2,500
	5284	REPAIRS/COMPUTER EQ	\$196	\$0	\$0	\$0	\$0
	5295	OTHR SVCS	\$62	\$0	\$0	\$0	\$0
	5310	OFFICE SUP	\$6,293	\$6,290	\$4,880	\$4,880	\$4,880
	5355	AUTOMOTIVE FUEL	\$365	\$277	\$800	\$800	\$800
	5391	SUPPLIES/DATA PROC	\$3,540	\$2,174	\$3,500	\$1,000	\$1,000
	5420	OFFICE EQUIPMENT	\$19,627	\$266	\$2,000	\$2,000	\$2,000
	5430	OTHER EQUIPMENT	\$0	\$0	\$0	\$0	\$0
	5504	TECHNOLOGY	\$134,560	\$292,252	\$333,090	\$394,825	\$374,825
	5700	UNCLASSIFIED	\$4,600	\$0	\$0	\$0	\$0
	5709	TRAVEL-OPERATIONAL	\$4,119	\$4,911	\$3,600	\$3,600	\$3,600
	5710	TRAVEL	\$0	\$0	\$2,400	\$2,400	\$1,400
	5715	PROFESSIONAL DEV	\$45	\$0	\$17,000	\$27,000	\$27,000
	5730	DUES/SUBSCRIPTIONS	\$543	\$0	\$1,000	\$1,000	\$1,000
	SUBTOTAL		\$449,056	\$446,979	\$482,590	\$555,325	\$525,825
	TOTAL INFORMATION TECHNOLOGY		\$1,974,493	\$2,313,570	\$2,452,776	\$2,641,478	\$2,597,978

COMMUNITY DEVELOPMENT & PLANNING



Mission Statements

PLANNING & ECONOMIC DEVELOPMENT DIVISION

To ensure the orderly growth and development of the Town through sound planning practices and through implementation of recommendations of the Master Plan.

BUILDING DIVISION

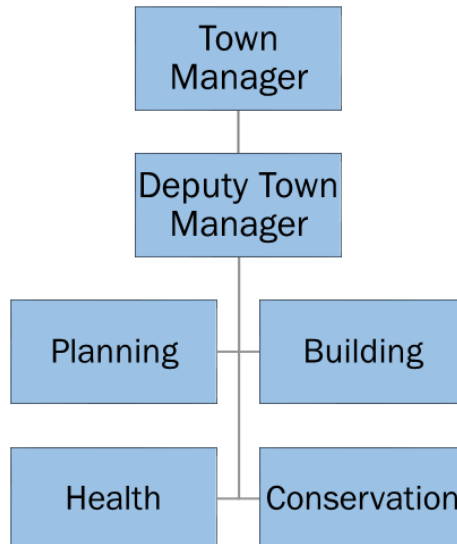
To ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the uniform enforcement of State and local laws, by-laws and regulations.

HEALTH DIVISION

To promote and protect the public health including the physical, mental, emotional and social wellness of all the people.

CONSERVATION DIVISION

To protect Andover's wetland resources and to act as trustees in perpetuity of the Town's conservation land.



COMMUNITY DEVELOPMENT AND PLANNING

Department Description

The Department of Community Development and Planning consists of the following four divisions: Building, Conservation, Health, and Planning. Each division is managed by a Division Head who reports to the Deputy Town Manager.

The **Building Division** is charged with the enforcement and interpretation of the Massachusetts State Building Code 780 CMR; the Architectural Access Code 521 CMR; Article VIII of the Town General By-Laws (Andover Zoning By-Law), and Chapter 40A of Massachusetts General Laws (The Zoning Act). The Division also enforces Article 33, Andover Code of By-Laws (Demolition of Historically Significant Buildings and Structures), and Article 36, Andover Code of By-Laws (Ballardvale Historic District By-Law). the Stormwater Management and Erosion Control Regulations and Excavation and Trench Safety Regulations, 520 CMR 14.00. The Division enforces the conditions placed on the Zoning Board of Appeals' special permits and variances. The Division issues all building permits for all construction under the State Building Code and performs all of the required inspections enumerated therein. The Building Division and Andover Fire Rescue work in conjunction to ensure public safety. Included within the Building Division are the offices of the Electrical and Plumbing & Gas Inspectors. The Zoning Board of Appeals (ZBA) is also administered/supported by the Building Division. The ZBA consists of five regular members and four alternate members appointed by the Board of Selectmen for three-year terms. The Board holds monthly hearings on requests for special permits, variances and appeals from applicants aggrieved by decisions made by the Inspector of Buildings as per M.G.L. c. 40A. The Building Division also supports the following appointed boards: Andover Preservation Commission, Ballardvale Historic District Commission and Design Review Board.

The **Conservation Division** is responsible for protection of Andover's rivers, lakes and wetlands, and provides staff support to the Andover Conservation Commission. The Commission's principal duties include administration and enforcement of the Massachusetts Wetlands Protection Act, Rivers Protection Act and the Andover Wetlands Protection Bylaw (regulation of residential, industrial and commercial development activity in or near flood plains, water bodies, and wetland areas). The Commission is also responsible for the acquisition and management of Town-owned Conservation Land, comprising over two thousand acres of public open space. The Commission manages the volunteer Conservation Overseers and Conservation based Eagle Scout Projects; the periodic completion of Andover's Open Space and Recreation Plan; and serves as liaison with other official and informal organizations concerned with conservation and open space preservation. The Conservation Commission consists of seven volunteer members who are appointed by the Town Manager for staggered three-year terms.

The **Health Division** addresses all public health threats in the community and promotes good health practices among its citizens, through its Environmental and Community Health Programs. The Environmental Health Program includes the administration and enforcement of the State Sanitary and Environmental Codes, including wastewater disposal, food safety, recreational camps for children, and public and semi-public swimming pools. The Community Health Program encompasses all clinical and medical administration, including Communicable Disease review, immunizations, and public health clinics. The Andover Health Division hosts two regional public health programs: The Greater River Valley Medical Reserve Corps, and the Healthy Communities Tobacco Control Program. The staff, under the direction of the Director of Public Health, designs programs and implements policies as proposed by the Andover Board of Health to meet the health needs of the community. The Board of Health consists of three volunteer members appointed by the Town Manager for staggered three-year terms.

The **Planning & Economic Development Division** is responsible for a wide range of activities associated with development, transportation and economic growth in the Town. The division administers land use regulations governing residential, industrial and commercial development in Andover, and is responsible for processing plans for nearly all new projects in the Town. The Planning Division is responsible for coordinating all major local and regional transportation improvement projects. The division provides professional technical support to the Planning Board, the Zoning Board of Appeals, the Town Manager and the Select Board, as well as a number of special committees and working groups such as the Economic Development Council, Historic Mill District Task Force, Permanent Town Building Advisory Committee, Zoning Bylaw Study Committee, Housing Partnership Committee, Housing Trust Fund Board of Trustees, Parking Implementation Committee, Open Space Task Force, Master Planning Steering Committee and the Andover Cultural Council. The professional staff of the Planning Division represents the Town on the Merrimack Valley Planning Commission, the Merrimack Valley Regional Transit Authority, the Merrimack Valley Transportation Management Association, and the Junction Transportation Management Organization. The Planning

COMMUNITY DEVELOPMENT AND PLANNING

Division staff assists Town Counsel in matters involving litigation against the Planning Board. The Planning Board consists of six volunteer members appointed by the Town Manager to five-year terms.

FY2022 Objectives

DIVISION: BUILDING

- Continue to develop and add new content to Building Division webpage
- Continue establishing an electronic platform for access to the new 10th edition of 780 CMR (Massachusetts State Building Code)
- Continue the yearly State mandated “Certificate of Inspection” inspections in accordance with the Massachusetts State Building Code, 780 CMR, Article 1, Table 110.
- Provide administrative personnel with additional training opportunities.
- Provide training to new ZBA, DRB, APC, & BVHDC members
- Coordinate unified approvals among various town departments/divisions

DIVISION: CONSERVATION

- Acquire additional public land for conservation purposes by gift, purchase, and voluntary Conservation Restrictions & Easements.
- Work with the new Open Space Task Force to guide town wide acquisition of land for the preservation and improvement of public Open Space.
- Update conservation land records and develop long-term management objectives for the principal reservations; and implement land management and forestry directives through the State Foresters, Conservation Overseers and volunteers. Identify and remove encroachments on Conservation property.
- Update our wetland boundary data base, and increase conservation information available online.
- Provide support for the Andover Community Garden, and investigate further opportunities in public engagement in local agriculture.
- Improve signage, trail markings and kiosks in partnership with local scout organizations and other volunteers.
- Work as a cooperative effort to construct active and passive recreation areas for town citizens.
- Enhance Conservation properties for bird watching, camping and hiking along the Merrimack and Shawsheen Rivers by sponsoring access, cleanup efforts, and the construction of new campsites.
- Promote diversity, equity and inclusion in all aspects of conservation projects and policy.
- Improve, increase and enhance recreational opportunities to our town Open Space. Work with the project team to open access to the Commission’s Merrimack Reservation.
- Work with our volunteer team base to do education, clean-ups and other activities in promoting the overall health of the Merrimack River.
- Support Andover’s Climate Resiliency programs by utilizing the Municipal Vulnerability Preparedness (MVP) grant to reduce the incidence of severe flooding on the Shawsheen River.

DIVISION: HEALTH

- Complete Covid-19 Immunization Clinics.
- Implement a “recovery plan” for normalizing operations when the pandemic has receded.
- Convert the current permitting system to an enhanced version with the rest of CD&P.
- Review & update wellness clinics being offered in the community to ensure they are what is needed.
- Implement new educational opportunities within the Complete Covid-19 Immunization Clinics.
- Implement a “recovery plan” for normalizing operations when the pandemic has receded.
- Convert the current permitting system to an enhanced version with the rest of CD&P.
- Review & update wellness clinics being offered in the community to ensure they are what is needed.
- Implement new educational opportunities within the community.

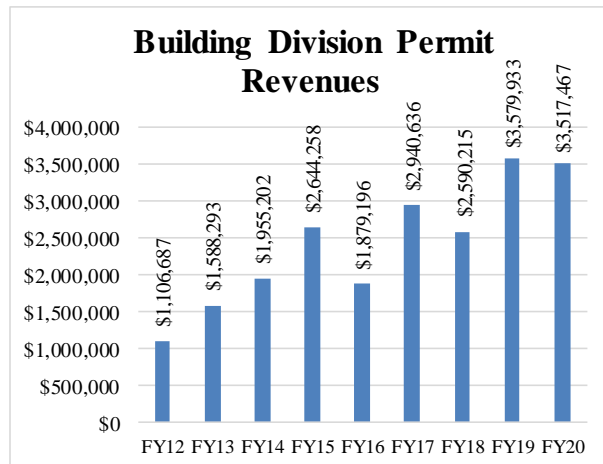
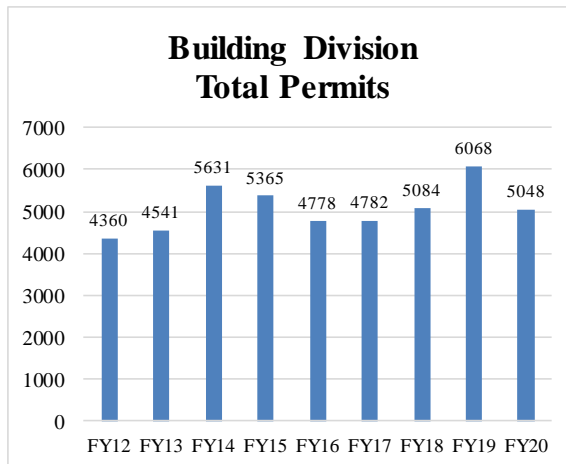
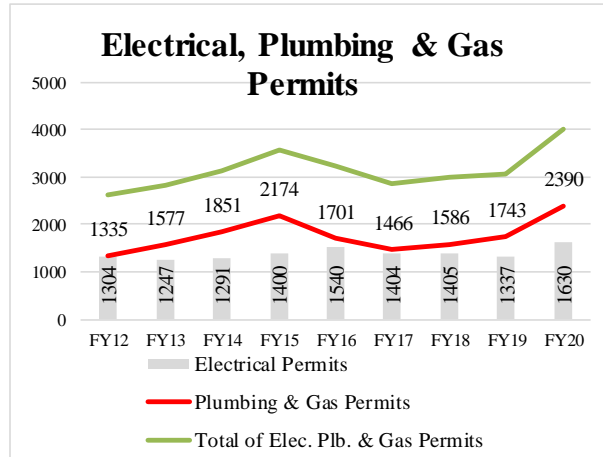
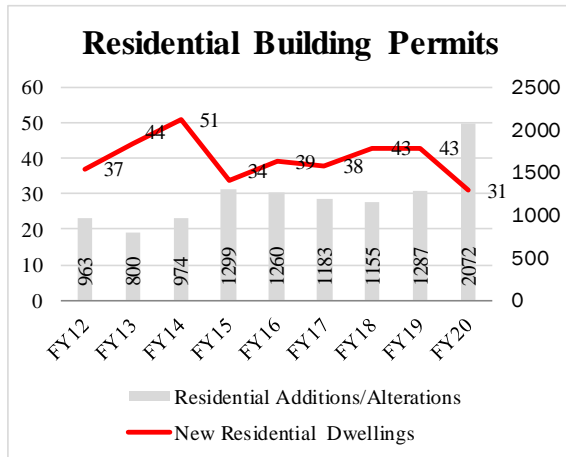
COMMUNITY DEVELOPMENT AND PLANNING

DIVISION: PLANNING & ECONOMIC DEVELOPMENT

- Oversee issuance of Community Authored Request for Proposals to dispose of Old Town Yard. For more information please feel free to visit: www.andoverma.gov/hmd
 - Oversee implementation of the Historic Mill District's
 - Circulation and Street Design Study – Redesign & Construction of Red Spring Road/Shawsheen Road & Essex Street
 - Placemaking Master Plan
 - Update the 2012 Master Plan for a 2022 Publication
 - Include new sections on diversity/inclusion, sustainability and public health.
 - Recodification of the Zoning Bylaw
 - Housing Goals
 - Provide homeownership and rental opportunities for households less than 80% median.
 - Educate Andover residents on the importance of a diverse housing stock
 - Town Meeting 2021 – Amend Outdoor Dining regulations
 - In conjunction with the Andover Cultural Council and the Andover Arts and Culture Alliance begin the planning and development of a town wide Arts and Culture Strategic Plan
 - Assist in development of the Town's 375th Anniversary events and programming
 - Provide information via the Town's website, including project development information and Planning Board decisions
 - Increase Social Media from the Planning Division
 - Participate in the Social Media Working Group
 - Create story telling on Planning's website for project work to update the public
 - Establishing transportation/pedestrian working group
 - Bike/Pedestrian Master Plan
 - Oversee \$6 million dollar Dascomb Road MassWorks Grant
 - Engage community in development of pedestrian and transportation enhancements along the Route 133 Corridor
 - Oversee coordination of the Downtown Amenity Project and Parking Lot Reconstruction –Spring 2021
 - Oversee the implementation of the Parking Management Assessment and Plan, with the objective of maximizing efficiency of parking, improve customer experience and expand opportunities for additional downtown growth.
 - Implement opt-in Merchant Validation Parking program
 - Revise Parking costs and time limits downtown based on data to be collected in 2021
 - Prepare and distribute a Parking Map and Info Pamphlet to businesses and customers
 - Oversee all Business Development efforts in downtown and other business districts with emphasis on recruitment, retention, promotion, and outreach
 - Complete and Oversee the rollout of the new Doing Business in Andover Guide
 - Collaborate with various Town staff on the Gas Affected Areas Projects (GAAP) on Park, Playstead and Municipal Complex Master Plan
 - Provide professional education training to staff and Planning Board members.
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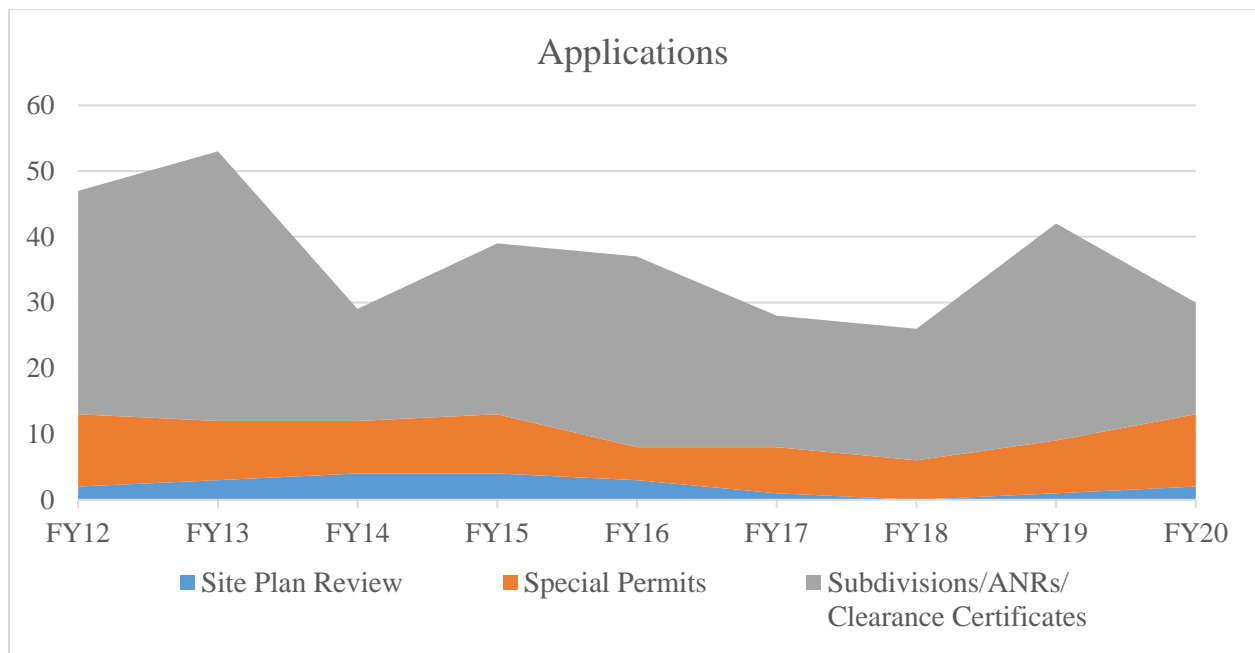
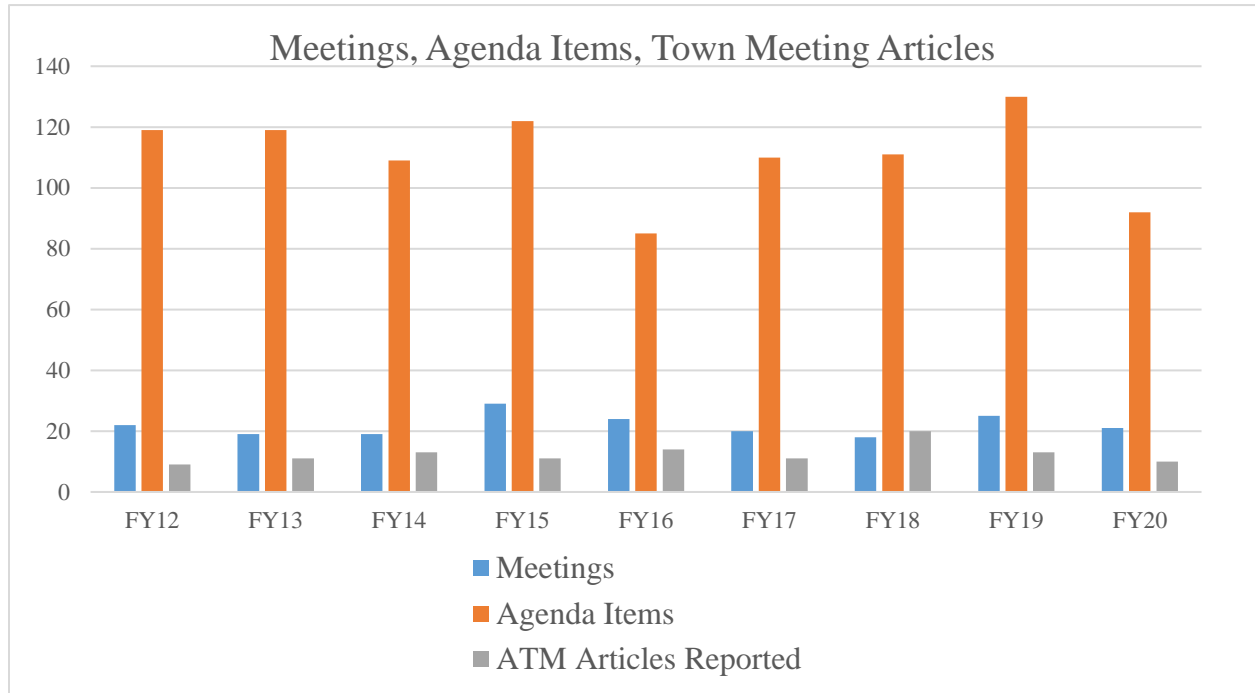
COMMUNITY DEVELOPMENT AND PLANNING

BUILDING DIVISION PERFORMANCE STATISTICS



COMMUNITY DEVELOPMENT AND PLANNING

PLANNING DIVISION PERFORMANCE STATISTICS



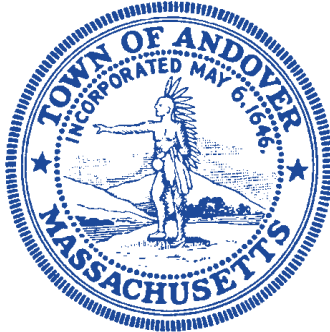
COMMUNITY DEVELOPMENT AND PLANNING

<u>Position Classification</u>	<u>FTE FY2019</u>	<u>FTE FY2020</u>	<u>FTE FY2021</u>	<u>REQ FY2022</u>	<u>TMREC FY2022</u>	<u>TMREC FY2022</u>
COMMUNITY DEVELOPMENT AND PLANNING						
<u>ADMINISTRATION</u>						
Office Administrator	1.0	1.0	1.0	1.0	1.0	83,700
Permitting Technician	1.0	1.0	1.0	1.0	1.0	71,774
Administrative Secretary	5.0	4.0	4.0	4.0	4.0	248,666
Meeting Recording/Substitute Secretaries	18,000
	7.0	6.0	6.0	6.0	6.0	422,140
<u>BUILDINGS</u>						
Inspector of Buildings	1.0	1.0	1.0	1.0	1.0	118,573
Electrical Inspector	1.0	1.0	1.0	1.0	1.0	89,034
Local Building Inspector	1.0	1.0	1.0	1.0	1.0	88,170
Plumbing/Gas Inspector	1.0	1.0	1.0	1.0	1.0	86,441
Alternate Inspectors	47,195
	4.0	4.0	4.0	4.0	4.0	429,413
<u>CONSERVATION</u>						
Director of Conservation	1.0	1.0	1.0	1.0	1.0	114,606
Conservation Agent	1.0	1.0	1.0	1.0	1.0	80,064
Land Manager			0.4	0.4	0.4	27,147
	2.0	2.0	2.4	2.4	2.4	221,817
<u>HEALTH</u>						
Director of Health	1.0	1.0	1.0	1.0	1.0	119,825
Assistant Director of Public Health	0.8	0.8	1.0	1.0	1.0	84,788
Registered Nurse (1)	0.8	0.8	0.8	0.8	0.8	68,169
Health Inspector	0.5	1.0	1.0	1.0	1.0	71,558
Health Agent	1.0	1.0	1.0	1.0	1.0	91,783
	4.1	4.6	4.8	4.8	4.8	436,123
<u>PLANNING</u>						
Land Use & Planning Director	1.0	1.0	1.0	1.0	1.0	125,000
Director Business Arts Culture (2)			1.0	1.0	1.0	100,885
Senior Planner	1.0	1.0	1.0	1.0	1.0	97,642
Planner	1.0	1.0	1.0	1.0	1.0	89,034
PlanningAssistant (Changed to Associate Planner)		1.0	1.0			
Associate Planner				1.0	1.0	66,484
	3.0	4.0	5.0	5.0	5.0	479,045
CD&P TOTAL	20.1	20.6	22.2	22.2	22.2	1,988,538
(1) - Registered Nurse .8 FTE paid from GF Budget beg FY22- PY .6 paid from budget and .2 paid from revolving fund.						
(2) - Transferred from Town Manager						

COMMUNITY DEVELOPMENT AND PLANNING

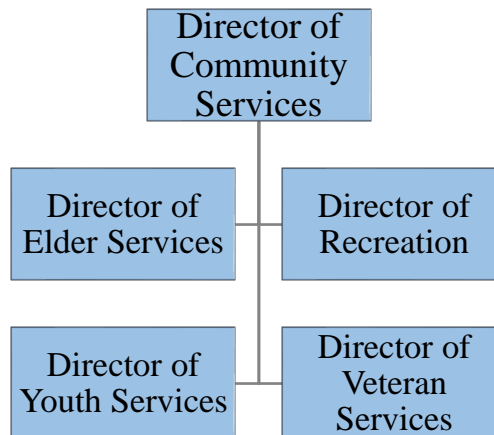
COMMUNITY DEVELOPMENT/PLANNING			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011801	COMMUNITY DEVELOPMENT SALARIES						
	5110	REG WAGES	\$1,453,469	\$1,531,521	\$1,779,425	\$1,837,028	\$1,837,028
	5120	OVERTIME	\$29,367	\$26,467	\$31,966	\$31,966	\$31,966
	5130	PART TIME	\$214,245	\$161,747	\$136,858	\$151,510	\$151,510
	5187	RETRO WAGES	\$0	\$7,100	\$0	\$0	\$0
	SUBTOTAL		\$1,697,081	\$1,726,835	\$1,948,249	\$2,020,504	\$2,020,504
011802	COMMUNITY DEVELOPMENT EXPENSES						
	5220	TELEPHONE	\$6,323	\$5,781	\$7,000	\$6,500	\$6,500
	5231	MONTHLY TRANSP	\$18,895	\$18,840	\$20,400	\$20,400	\$20,400
	5250	ADVERTISING	\$0	\$316	\$1,250	\$1,250	\$1,250
	5270	PRINTING	\$3,611	\$3,024	\$4,200	\$4,200	\$4,200
	5271	CREDIT CARD FEES	\$1,897	\$2,618	\$2,000	\$2,000	\$2,000
	5286	MAINT/REP LAND	\$183	\$645	\$2,000	\$2,000	\$2,000
	5294	CLOTHING/BOOT ALLOWANCE	\$1,810	\$755	\$2,700	\$2,700	\$2,700
	5295	OTHR SVCS	\$67,230	\$112,334	\$98,500	\$111,363	\$98,500
	5310	OFFICE SUP	\$7,640	\$6,844	\$10,000	\$9,500	\$9,500
	5322	VACCINATIONS/TESTING	\$1,327	\$1,790	\$2,000	\$2,000	\$2,000
	5394	SUPPLIES/BOOKS	\$764	\$194	\$1,300	\$1,300	\$1,300
	5276	CULTURE & BUSINESS DEV	\$0	\$0	\$2,000	\$9,000	\$5,000
	5420	OFFICE EQUIP	\$6,117	\$8,073	\$20,885	\$10,000	\$10,000
	5710	TRAVEL	\$21,886	\$19,381	\$24,850	\$24,850	\$24,850
	5715	PROF DEV	\$14,292	\$11,174	\$22,300	\$25,300	\$22,300
	5730	DUES/SUBSCRIPTIONS	\$16,750	\$17,048	\$18,816	\$19,795	\$19,795
	5795	CONSERVATION PROGRAMMING	\$0	\$780	\$2,000	\$2,000	\$2,000
	SUBTOTAL		\$168,725	\$209,597	\$242,201	\$254,158	\$234,295
011801	COMMUNITY DEVELOPMENT SALARIES						
	5831	FROM RESERVE FUNDS	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	SUBTOTAL		(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	TOTAL COMMUNITY DEVELOPMENT		\$1,840,806	\$1,911,432	\$2,165,450	\$2,249,662	\$2,229,799

DEPARTMENT OF COMMUNITY SERVICES



Mission Statement

The Mission of the Community Services Department is to provide educational programs, recreational programs and needed support services that promote positive growth and development and an increased quality of life to the citizens of Andover.



DEPARTMENT OF COMMUNITY SERVICES

Department Description

The Department of Community Services was formed in July 2016 by merging the divisions of Recreation, Youth Services, Elder Services and Veterans Services into one public-facing Department whose primary focus is improving the quality of life for all who call Andover home. A new Division, Andover DIVERSE, was created in the summer of 2020 and has become the most recent addition to the Department.

The Department's divisions of Elder Services, Recreation and Parks, Youth Services and Veterans Services provide a range of services and programs intended to ensure all Andover residents, regardless of age, income or ability have access to a full range of direct services and programs including but not limited to:

- Seasonal recreation, summer camps and organized sports programming
- Elder services
- Veterans benefits, family support and celebrations
- Youth development and leadership
- After school care
- Crisis case management
- Home delivered and congregate meals
- Accessible transportation
- Disease management and continued learning
- Cultural celebrations
- Advocacy and outreach

New to the Department in FY21, Andover DIVERSE ensures forward momentum on matters related to Diversity, Equity and Inclusion with the express commitment of supporting the change necessary to become a community which embraces inclusiveness, racial justice and respect for all.

Additionally, the Department of Community Services in conjunction with other Town Departments serves as trustee and programmer for many of Andover's most treasured resources such as Pomp's Pond/Rec Park, the Andover Youth and Senior Centers, Veterans memorials and our many green spaces and playgrounds.

FY2022 Objectives

- Advocacy and leadership in Andover's quest to become a more inclusive community in collaboration with other Town Departments, external partners and community volunteers.
- Continued leadership of Andover's Diversity Audit culminating in a set of recommendations to enhance racial justice in Andover.
- Continued commitment to organizational alignment across the Department in the interest of operational efficiency and effectiveness
- Support the continued success of the Department's public-facing divisions as they deliver a range of services to Andover residents in the context of the COVID epidemic.
- Effective oversight of the Senior Center renovation project, up to and including the transition of Elder Services back into the newly expanded and renovated Robb Center.
- Establish and launch Andover's Citizen's Leadership Academy
- On-going focus on building partnerships and collaborations inside and outside of government which contribute to enhancing the Andover community, sense of community and programming
- On-going focus on community-wide communication utilizing multiple platforms
- Exploration of the acquisition of a department-wide registration management system

DEPARTMENT OF COMMUNITY SERVICES

DIVISION: ELDER SERVICES

The Division of Elder Services provides a range of services and activities intended to meet the needs and interests of Andover residents aged sixty and over. With the express goal of supporting those aging in our community, the Division of Elder Services offers services designed to ensure for the day to day health and safety of elders including but not limited to: accessible transportation, home delivered and congregate meals, case management and information and referral services, Adult Day Care as well as services and programs designed to keep elders healthy and thriving in the community such as disease management, exercise and strength training, continued learning and cultural celebrations intended to support robust community building.

The Division is funded through a combination of municipal funding, state and foundation grants, user fees, private donations and the contribution of hundreds of volunteers without whom mission would not be met.

This past year the Elder Services team and all Senior Center programming were relocated to three separate locations while the renovation and expansion of the Robb Center commenced. The challenges associated with management of three remote locations were not insignificant but easily eclipsed by those associated with those associated with the COVID pandemic.

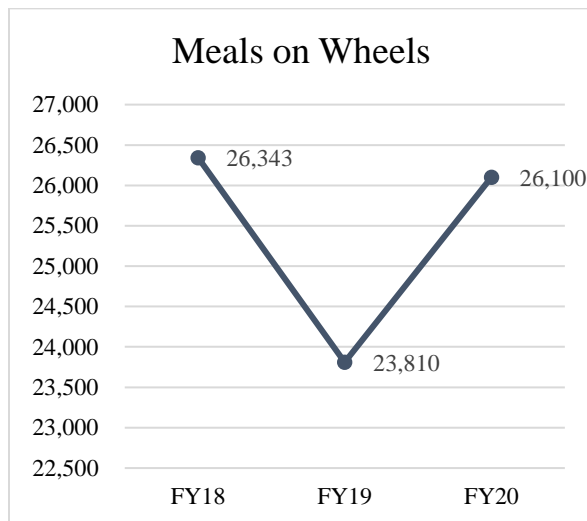
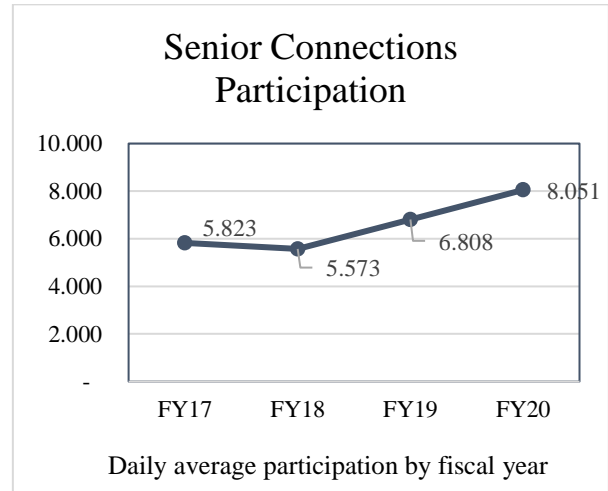
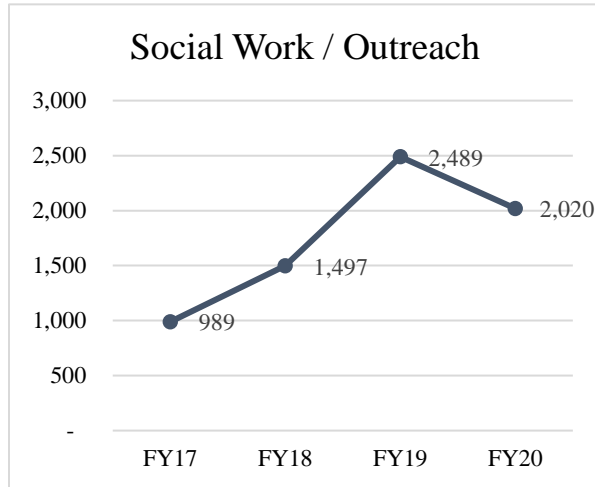
Despite the risks and unfamiliar landscape associated with the pandemic, Elder Services continued to provide a range of services to Andover's most vulnerable citizens without interruption. Andover's Meals on Wheels program expanded 100% during the first several months of the crisis to ensure anyone in need of a nutritious meal received one at home resulting in a record 6,947 meals being prepared and delivered. Social Work services continued as well to ensure families or individuals in crisis received the help and support they needed. In addition, a very well received schedule of wellness calls to Andover elders was undertaken during this time in an effort to reduce the isolation of those in our community, a project managed with the help of many municipal employees. As permitted by the Governor, the Division was able to expand offerings to include the re-opening of Adult Social Day services as well offering a range of virtual and outdoor programming.

FY2022 Objectives

- Ensure for the continued success of Elder Services upon return to the renovated and expanded Robb Center
- Continued coordination of the delivery of critical services to elders and their families including; accessible transportation services, congregate and home delivered meals, crisis case management, advocacy, information and referral, health monitoring, Adult Social Day Care, emergency preparedness and cross-departmental collaboration in complex case management as the pandemic guidelines permit
- On-going delivery and evaluation of continued learning, wellness and cultural programming
- Leadership, support and coordination of Andover's robust senior volunteer program
- Continued collaboration with other Divisions within the Department

DEPARTMENT OF COMMUNITY SERVICES

ELDER SERVICES DIVISION PERFORMANCE STATISTICS



DEPARTMENT OF COMMUNITY SERVICES

DIVISION: RECREATION

Andover Recreation provides social, educational, cultural and recreational opportunities to Andover residents of all ages and abilities. Daytime, evening and weekend classes, special events, trips, workshops, and public performances are offered throughout the year. Recreation continues to incorporate residents' ideas into its array of programming. Increasing enrollments are attributed to repeat family participation, a robust repertoire of community-based instructors, online and telephone registration, overnight drop-box for registration, and increased identification with the Recreation booklet publication and branding.

The Division's after school care program; Kid Care continues to expand its service to Andover families seeking an affordable after-school care option. This past year Recreation completed the piloting phase of two additional EEC licensed after school program sites at High Plain Elementary School and South Elementary School and launched its fifth and final pilot site at Sanborn Elementary. This valued service provides reliable and affordable afterschool child care to over 200 families in the community.

The onset of the COVID epidemic presented a myriad of challenges for the division this past year, eliminating all spring programming in its entirety and requiring a number of specific and complex accommodations / adaptations to programming in the summer, fall and winter of FY21 to ensure for the safety of all. The division distinguished itself by offering a full range of summer, fall and winter programming ensuring kids and families benefitted from the socialization and recreation opportunities our community craved. We're proud of our performance under the direst of circumstances this past year.

With no dedicated recreation facility in which to program activities, the division relies on numerous partnerships to accomplish mission. Facilities used for programming include first and foremost the Andover Public Schools whose partnership is critical to the success of the division. Additional facilities utilized include: Pumps Pond/Rec Park, Andover Town House, the Robb Center, Cormier Youth Center, and other in and out of town sites.

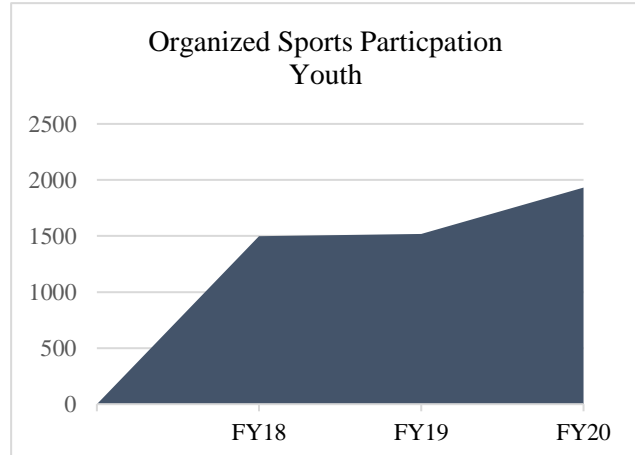
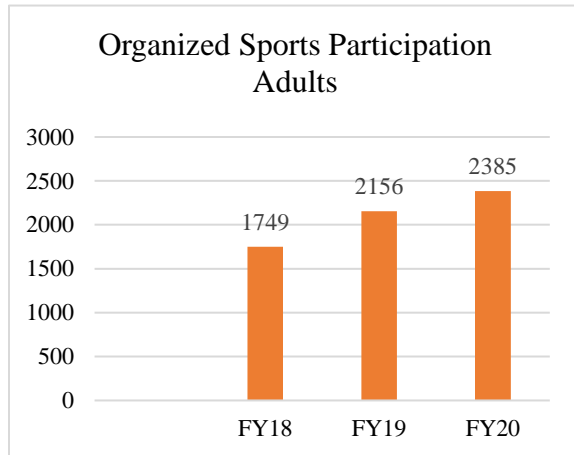
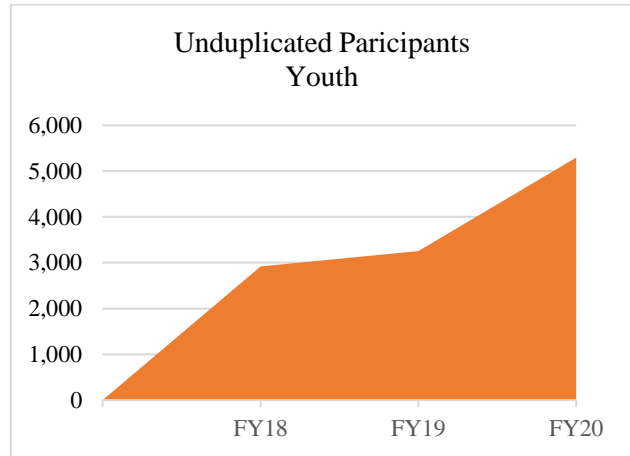
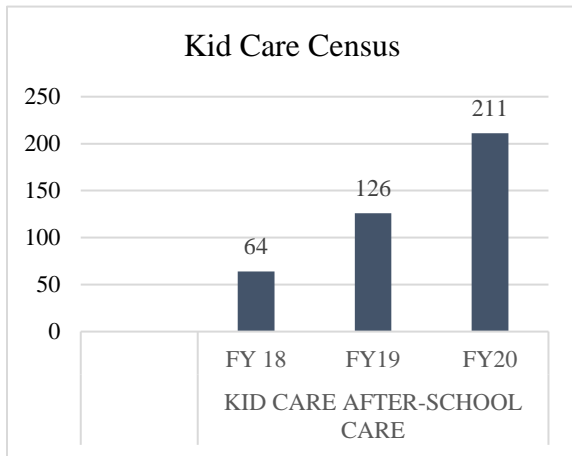
Recreation activities encompass a wide spectrum of programs including seven-week summer playground programs, trips, the Pumps Pond aquatic program, licensed after-school daycare services, after-school special events, Bradford Ski Program, after-school enrichment classes, adult education courses, town-wide youth sports leagues, youth sports classes, summer vacation programs, preschool events, a summer concert series, community giving through events, community outreach, and Family-to-Family programs.

FY2022 Objectives

- Continue to offer a range of recreational and supportive services to youth and adults through the COVID pandemic
- In conjunction with a volunteer working group, complete a Diversity Audit of all Recreational programming with an eye to ensuring our menu of celebrations, programs and activities reflect the wider Andover community
- Complete a review of the Pump's Pond operating plan and adjust as needed to ensure for the long-term sustainability of our aquatics programming
- Streamline our contractor procurement process in partnership with Andover's Purchasing Agent
- Upgrade the Pumps Pond dock system, observation decks and boat storage systems
- Partner with other Town Departments, namely Conservation in an effort to maximize public access to and enjoyment of Andover's array of open spaces.
- Continue to improve upon our electronic and paper-based communication tools\ to maximize visibility

DEPARTMENT OF COMMUNITY SERVICES

RECREATION DIVISION PERFORMANCE STATISTICS



DEPARTMENT OF COMMUNITY SERVICES

DIVISION: VETERAN SERVICES

The Veteran Services Division provides two distinct Veterans Programs; a benefits program and a service program for Andover's 3000 Veterans and their families. The benefits program provides monetary assistance for food, clothing, shelter, utilities, medical care and more for eligible Veterans and their dependents. The benefits program is paid for by the Town and reimbursed 75% by the State. The service program provides assistance in obtaining Federal benefits such as disability compensation, pensions, education, housing, hospitalization, burial and other benefits available under Federal Law. The Veterans Director is also by law the Town's burial agent and graves registration officer. The law requires that all Veterans' graves be properly cared for and decorated. It also provides for proper burial of a Veteran with financial assistance provided if necessary. There are over three thousand eight hundred veterans interred within the Town's ten cemeteries. Memorial Day, Veterans Day, September 11th, Flag Day, and other civic/patriotic observances are run by this office.

State Benefits - In 2020, the office responded to numerous public assistance requests from veterans for fuel, food, housing, burials, medical needs and other under Massachusetts General Law Chapter 115 (M.G.L. C115). This public assistance program is paid for by the Town and reimbursed 75% by the State under M.G.L. C115. The Veterans' Office managed recurring public assistance cases for veterans and/or their families throughout the year, culminating in over \$68,928 disbursed to veterans and their dependents.

Federal Benefits - Obtaining federal benefits for local veterans is a priority in the office to include service-connected disability claim processing. In 2020 the office secured \$609,562 in Federal benefits for veterans and their dependents.

The Division invests a substantial amount of time in coordinating and executing on a number of recognition events and ceremonies throughout the year with the express intent of both honoring those that have served and to support a robust community response to those Veterans who call Andover their home. Veterans' Services planned and coordinated the patriotic ceremonies in observance of Memorial Day, September 11th, the Annual Veteran Recognition Luncheon, Veteran's Day, Annual Veteran Holiday Breakfast, Wreaths Across America, and placed flags on the graves of veterans buried in Andover. Veteran involvement with school assemblies and other civic activities during the year were also handled by the Veterans' Services Office.

FY2022 Objectives

- To ensure that every Andover Veteran in need of assistance accessing services or benefits receives such assistance from the Division.
- To increase Veteran participation in our various celebrations, services and events throughout the year.
- Maintain Andover's Veterans databases and ensure for their accuracy on-going.
- Collaborating with the other Divisions of the Community Service Department and outside agencies to continue to meet the ever- changing needs of Andover residents
- Seamless transition into the new Robb Center

DEPARTMENT OF COMMUNITY SERVICES

DIVISION: YOUTH SERVICES

Andover Youth Services (AYS) provides the youth and families of Andover with programs that focus on personal, social, cognitive, and creative competence, vocational awareness, health and physical well-being, leadership and service, and developing social skills.

AYS receives ideas and concepts directly from young people and then empowers these youth to transform their ideas into reality. By interacting alongside young people the programs that AYS creates and implements are immediate reflections of what Andover's participating youth want and need.

At the core of every AYS program is the belief that all young people given the tools, support and opportunity can become leaders. AYS continues to be an advocate for youth development in the community and a bridge between youth and a network of support services. Andover's young people face many challenges and our focus is on developing and maintaining programs that are flexible and encourage all youth to use their creativity, spontaneity, and energy in positive ways.

The Andover Youth Services remains committed to the policy that every young person should have the opportunity to attend our programs, events, and trips, regardless of financial situations or otherwise. Young people need organized activities that connect participants to new and challenging experiences that will expand knowledge, promote fitness, and develop increased communication skills and responsibility.

When the pandemic closed schools and the Youth Center in March, the AYS shifted gears from in-person activities to virtual programs immediately. Using social media, virtual classrooms, and handwritten letters, AYS stayed connected to the young people of the community. Weekly activities included virtual cooking workshops, daily work outs, interviews with AYS alumni, concert series, discussion groups, and coding, web designing, and 3D modeling classes with student mentors from the Andover Robotics Club. Responding to the needs of the community and beyond, AYS partnered with a group of AHS students to produce PPE for healthcare workers using the Cormier Youth Center's 3D printers.

Adapting to COVID guidelines set forth by the state has been a challenge. Class & Event sizes were very limited, staff was restricted to interacting with a specific cohort, and field trips were prohibited. Consequently, AYS programming at the Cormier Youth Center had to shift from memberships, drop in, events, and field trips to individual class and activity sessions. The reinvented AYS summer program provided Andover youth an in-person experience while maintaining the safest health protocols and distancing. AYS understands the devastating effects the pandemic has on young people and their mental health, and continued to make in-person programs the highest priority as a way of maintaining connection and a semblance of normalcy. Even as young people's time in school was limited in the fall, AYS programs have been at full capacity serving in-person programs, events, and activities since the onset of the pandemic.

In this unprecedented time, Andover Youth Services will continue serving young people and their families and be the bridge between a young person's needs and the services that can help them become a well-rounded individual.

FY2022 Objectives

CLASSES, PROGRAMS AND EDUCATIONAL SERVICES

- The AYS goal is to try and serve as many young people and their families as possible by:
 - Continually adding new classes into the variety of programs offered to youth.
 - Working in cooperation with Andover Public Schools and community organizations to expand programming and serve those in need.
 - Increase enrollments through improved marketing and community awareness.
 - Providing high quality youth development programs.
 - Providing recreation, educational and wellness opportunities.
 - Increase STEM (science, technology, engineering and mathematics) program offerings.
 - Continue to increase Saturday programming and special events for Andover youth.

SPECIAL PROGRAMS

- Provide special events and programs to its residents through:
 - High quality youth activities.
 - Special needs programming.

DEPARTMENT OF COMMUNITY SERVICES

OUTREACH PROGRAMS

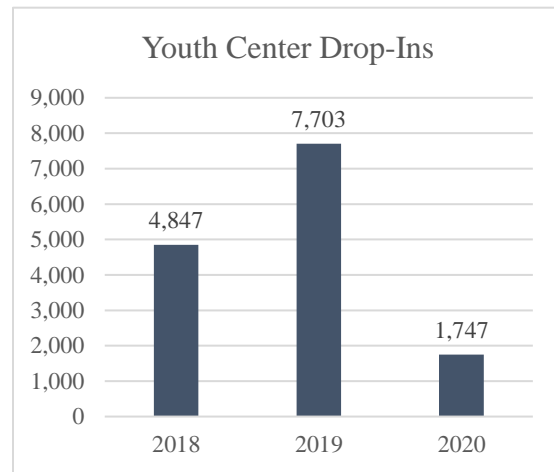
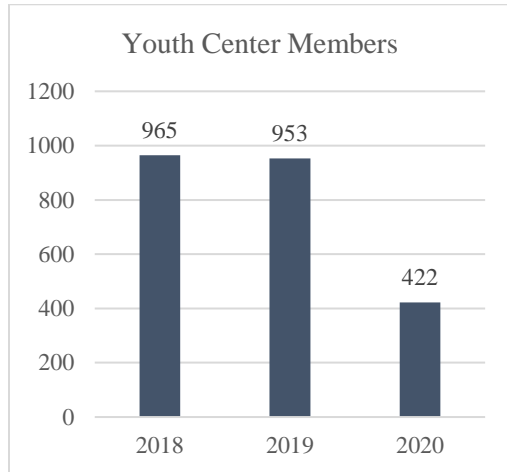
- Provide diverse, supportive, and confidential outreach programs and services to youth and their families

CORMIER YOUTH CENTER FACILITY

- Provide a state of the art youth development facility to residents by:
 - Maintaining the facility.
 - Completing the renovations to the facility.
 - Scheduling the facility in coordination with the core goals of the AYS Mission and balance the facility needs of the other divisions within the Community Service Department.

ADMINISTRATION

- Support program offerings through:
 - Streamlining online registration.
 - Communicating using social media like Facebook, Twitter and Instagram.
 - Staying current with an interactive and dynamic website.
 - Promoting Youth Services activities through various media outlets, email communications and internet.
 - Continued collaboration with Divisions across the Department



DEPARTMENT OF COMMUNITY SERVICES

	<u>FTE</u> <u>FY2019</u>	<u>FTE</u> <u>FY2020</u>	<u>FTE</u> <u>FY2021</u>	<u>REQ</u> <u>FY2022</u>	<u>TMREC</u> <u>FY2022</u>	<u>TMREC</u> <u>FY2022</u>
COMMUNITY SERVICES						
ADMINISTRATION						
Director of Community Services	1.00	1.00	1.00	1.00	1.00	136,833
Marketing Director/Recreation Coor	0.25	0.25				
TOTAL ADMINISTRATION	1.25	1.25	1.00	1.00	1.00	136,833
ANDOVER DIVERSE						
Diversity, Equity and Inclusion Coord.				1.00	1.00	80,000
	0.00	0.00	0.00	1.00	1.00	80,000
RECREATION						
Recreation Director	1.00	1.00	1.00	1.00	1.00	85,000
Assistant Recreation Director			1.00	1.00	1.00	74,021
Recreation Coordinator	1.75	1.75	1.00			
	2.75	2.75	3.00	2.00	2.00	159,021
<u>Positions funded from program revenues</u>						
Office Assistant I	1.00	1.00	1.00	1.00	1.00	60,039
Finance Coordinator	1.00	1.00	1.00			
Recreation Programmer				1.00	1.00	50,883
Program Assistant II	1.00	1.00	1.00	1.00	1.00	68,481
	3.00	3.00	3.00	3.00	3.00	179,403
TOTAL RECREATION	5.75	5.75	6.00	5.00	5.00	338,424
VETERANS SERVICES						
Director Veterans Services	1.00	1.00	1.00	1.00	1.00	87,440
	1.00	1.00	1.00	1.00	1.00	87,440
YOUTH SERVICES						
Director of Youth Services	1.00	1.00	1.00	1.00	1.00	102,942
Assistant Director	1.00	1.00	1.00	1.00	1.00	96,190
Program Coordinator	1.00	1.00	1.00	1.00	1.00	80,979
Outreach Worker	1.00	1.00	1.00	1.00	1.00	80,849
	4.00	4.00	4.00	4.00	4.00	360,960
<u>Postions funded by program revenues</u>						
Program Assistant II	1.00	1.00	1.00	1.00	1.00	62,732
Office Assistant II	0.52					
	1.52	1.00	1.00	1.00	1.00	62,732
TOTAL YOUTH SERVICES	5.52	5.00	5.00	5.00	5.00	423,692
ELDER SERVICES						
Director of Elder Services	1.00	1.00	1.00	1.00	1.00	91,555
Outreach Coordinator	0.90	0.90	0.90	0.90	0.90	79,853
Program Coordinator	1.00	1.00	1.00	1.00	1.00	69,876
Food Service Coordinator	1.00	1.00	1.00	1.00	1.00	81,598
Office Assistant III	1.00	1.00	1.00	1.00	1.00	70,085
Intake Asst/Transportation Coor	1.00	1.00	1.00	1.00	1.00	60,808
Office Assistant II Volunteer Coor	0.55	0.55	1.00	1.00	1.00	56,667
Outreach Coordinator	0.25	0.25				
Office Assistant I		0.52	0.52	0.52	0.52	24,053
Drivers	1.50	1.58	1.08	1.08	1.08	48,229
Food Service Worker	0.55	0.55	0.55	0.55	0.55	23,045
	8.75	9.35	9.05	9.05	9.05	605,769
Community Outreach Nurse		0.15	0.15	0.15	0.15	13,064
Day Care Aide	0.15					
Outreach Coordinator	0.25	0.25				
Senior Connections Lead Prog Asst		1.00	1.00	1.00	1.00	47,686
Office Assistant I		0.45	0.45	0.45	0.45	20,255
Day Care Aide	1.00					
Driver	0.15	0.15				
Food Service Worker	0.25	0.25	0.25	0.25	0.25	11,522
Senior Connection Aides			0.70	0.70	0.70	29,177
	1.80	2.25	2.55	2.55	2.55	121,704
TOTAL ELDER SERVICES	10.55	11.60	11.60	11.60	11.60	727,473
TOTAL COMMUNITY SERVICES	24.07	24.60	24.60	24.60	24.60	1,713,862

DEPARTMENT OF COMMUNITY SERVICES

COMMUNITY SERVICES ADMINISTRATION			FY2019	FY2020	FY2021	FY2022	FY2022
COMMUNITY SERVICES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015441	COMM SERVICES ADMIN SALARIES						
	5110	REG WAGES	<u>\$139,843</u>	<u>\$131,520</u>	<u>\$134,151</u>	<u>\$136,833</u>	<u>\$136,833</u>
	SUBTOTAL		\$139,843	\$131,520	\$134,151	\$136,833	\$136,833
015442	COMM SERVICES ADMIN EXPENSES						
	5231	TRANSPORTATION ALLOWANCE	\$2,000	\$0	\$0	\$0	\$0
	5274	CITIZENS LEADERSHIP ACADEMY	\$0	\$0	\$5,000	\$5,000	\$5,000
	5310	OFFICE SUP	\$0	\$0	\$0	\$500	\$500
	5710	TRAVEL	\$0	\$161	\$1,000	\$500	\$500
	5715	PROFESSIONAL DEV	\$29	\$1,675	\$1,000	\$1,000	\$1,000
	5730	DUES/SUBSCRIPTIONS	\$548	\$54	\$1,500	\$1,500	\$1,500
	5799	OFFICE FURNITURE	<u>\$1,000</u>	<u>\$1,070</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL		<u>\$3,577</u>	<u>\$2,960</u>	<u>\$8,500</u>	<u>\$8,500</u>	<u>\$8,500</u>
	TOTAL COMMUNITY SERVICES ADMIN		\$143,420	\$134,480	\$142,651	\$145,333	\$145,333

ANDOVER DIVERSE			FY2019	FY2020	FY2021	FY2022	FY2022
COMMUNITY SERVICES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015451	ANDOVER DIVERSE SALARIES						
		NEW POSITION	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$80,000</u>	<u>\$80,000</u>
	SUBTOTAL		\$0	\$0	\$0	\$80,000	\$80,000
015452	ANDOVER DIVERSE EXPENSES						
	5220	TELEPHONE	\$0	\$0	\$0	\$500	\$500
	5231	TRANSPORTATION ALLOWANCE	\$0	\$0	\$0	\$500	\$500
	5270	PRINTING	\$0	\$0	\$0	\$1,000	\$1,000
	5310	OFFICE SUP	\$0	\$0	\$0	\$500	\$500
	5350	SUPPLIES/EQUIPMENT	\$0	\$0	\$0	\$1,000	\$1,000
	5715	PROFESSIONAL DEV	\$0	\$0	\$0	\$1,000	\$1,000
	5730	DUES/SUBSCRIPTIONS	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1,500</u>	<u>\$1,500</u>
	SUBTOTAL		<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$6,000</u>	<u>\$6,000</u>
	TOTAL ANDOVER DIVERSE		\$0	\$0	\$0	\$86,000	\$86,000

DEPARTMENT OF COMMUNITY SERVICES

RECREATION			FY2019	FY2020	FY2021	FY2022	FY2022
COMMUNITY SERVICES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016301	RECREATION SALARIES						
	5110	REG WAGES	\$205,093	\$196,153	\$242,194	\$159,021	\$159,021
	5120	OVERTIME	\$2,430	\$674	\$0	\$0	\$0
	5130	PART-TIME	\$1,344	\$0	\$0	\$0	\$0
	5140	SEASONAL	\$329,508	\$255,267	\$312,480	\$289,459	\$289,459
	5187	RETRO WAGES	\$0	\$369	\$0	\$0	\$0
	SUBTOTAL		\$538,375	\$452,463	\$554,674	\$448,480	\$448,480
016302	RECREATION EXPENSES						
	5211	ELECTRICITY	\$4,666	\$4,240	\$5,000	\$5,000	\$5,000
	5220	TELEPHONE	\$6,559	\$4,148	\$4,500	\$2,800	\$2,800
	5225	POSTAGE	\$4,365	\$4,340	\$6,600	\$0	\$0
	5231	TRANS ALLOWANCE	\$1,200	\$1,760	\$2,400	\$2,400	\$2,400
	5270	PRINTING	\$800	\$355	\$1,000	\$1,000	\$1,000
	5271	CREDIT CARD FEES	\$23,105	\$8,546	\$0	\$0	\$0
	5282	REP-OFFICE EQUIP	\$7,105	\$2,353	\$0	\$0	\$0
	5284	REP-COMPUTERS	\$6,221	\$7,600	\$0	\$0	\$0
	5295	OTHR SVCS	\$138,609	\$153,762	\$170,000	\$118,085	\$118,085
	5310	OFFICE SUPPLIES	\$4,377	\$4,417	\$5,000	\$4,800	\$4,800
	5370	SUPPLIES CONSTRUCTION	\$11,196	\$10,556	\$13,000	\$0	\$0
	5392	SUPPLIES RECREATION	\$20,395	\$21,938	\$25,000	\$20,000	\$20,000
	5504	TECHNOLOGY	\$0	\$0	\$12,200	\$0	\$0
	5710	TRAVEL IN-STATE	\$2,947	\$1,646	\$3,000	\$3,000	\$3,000
	5715	PROF DEV	\$675	\$1,961	\$2,500	\$2,500	\$2,500
	5720	TRAVEL OUT-OF-STATE	\$261	\$0	\$0	\$0	\$0
	5730	DUES/SUBSCRIPTIONS	\$2,066	\$2,831	\$0	\$1,200	\$1,200
	5799	OFFICE FURNITURE	\$0	\$1,070	\$0	\$0	\$0
	SUBTOTAL		\$234,547	\$231,523	\$250,200	\$160,785	\$160,785
016301	RECREATION SALARIES						
	5811	FROM SALE OF SERVICE					
	SUBTOTAL		(594,975)	(390,435)	(593,510)	(393,510)	(393,510)
			(594,975)	(390,435)	(593,510)	(393,510)	(393,510)
	TOTAL RECREATION		\$177,947	\$293,551	\$211,364	\$215,755	\$215,755

DEPARTMENT OF COMMUNITY SERVICES

YOUTH SERVICES			FY2019	FY2020	FY2021	FY2022	FY2022
COMMUNITY SERVICES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015421	YOUTH SERVICES SALARIES						
	5110	REG WAGES	\$340,864	\$348,124	\$353,840	\$363,019	\$360,961
	5120	OVERTIME	\$464	\$0	\$0	\$0	\$0
	5130	PART TIME	\$610	\$0	\$0	\$0	\$0
	5140	SEASONAL	<u>\$64,098</u>	<u>\$73,016</u>	<u>\$75,222</u>	<u>\$75,222</u>	<u>\$75,222</u>
	SUBTOTAL		\$406,036	\$421,140	\$429,062	\$438,241	\$436,183
015422	YOUTH SERVICES EXPENSES						
	5211	ELECTRICITY	\$1,796	\$925	\$25,000	\$25,000	\$25,000
	5212	NATURAL GAS	\$8,294	\$10,336	\$12,000	\$12,000	\$12,000
	5220	TELEPHONE	\$2,399	\$2,343	\$3,300	\$3,300	\$3,300
	5225	POSTAGE	\$38	\$193	\$200	\$200	\$200
	5231	TRANS ALLOWANCE	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
	5250	ADVERTISING	\$1,000	\$0	\$0	\$0	\$0
	5270	PRINTING	\$2,991	\$1,160	\$5,000	\$5,000	\$5,000
	5271	CREDIT CARD FEES	\$2,340	\$1,037	\$0	\$0	\$0
	5292	RENTAL/FACILITIES	\$3,248	\$3,337	\$3,000	\$3,000	\$3,000
	5295	OTHR SVCS	\$12,865	\$10,737	\$10,500	\$10,500	\$10,500
	5310	OFFICE SUPPLIES	\$6,184	\$6,715	\$7,000	\$7,000	\$7,000
	5321	FOOD	\$25,885	\$16,116	\$15,000	\$15,000	\$15,000
	5350	SUPPLIES/EQUIPMENT	\$0	\$0	\$2,500	\$2,500	\$2,500
	5355	AUTOMOTIVE FUEL	\$4,728	\$3,101	\$8,000	\$8,000	\$8,000
	5370	SUPPLIES CONSTRUCTION	\$4,499	\$4,626	\$5,000	\$5,000	\$5,000
	5392	SUPPLIES RECREATION	\$17,942	\$15,954	\$15,000	\$15,000	\$15,000
	5710	TRAVEL IN-STATE	\$0	\$0	\$1,400	\$1,400	\$1,400
	5715	PROFESSIONAL DEV	\$663	\$0	\$500	\$500	\$500
	5730	DUES/SUBSCRIPTIONS	<u>\$480</u>	<u>\$121</u>	<u>\$100</u>	<u>\$100</u>	<u>\$100</u>
	SUBTOTAL		<u>\$97,752</u>	<u>\$79,101</u>	<u>\$115,900</u>	<u>\$115,900</u>	<u>\$115,900</u>
56640	YOUTH SERVICES EXPENSES						
		SALES OF SERVICE	(4,482)	(4,482)	(25,000)	(25,000)	(25,000)
		AYF GIFT	<u>(22,000)</u>	<u>(22,000)</u>	<u>(22,000)</u>	<u>(22,000)</u>	<u>(22,000)</u>
			<u>(26,482)</u>	<u>(26,482)</u>	<u>(47,000)</u>	<u>(47,000)</u>	<u>(47,000)</u>
	TOTAL YOUTH SERVICES		\$477,306	\$473,759	\$497,962	\$507,141	\$505,083

VETERANS SERVICES			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015501	VETERANS SERVICES SALARIES						
	5110	REG WAGES	\$63,061	\$79,271	\$83,700	\$87,440	\$87,440
	5130	PART TIME	\$6,077	\$3,566	\$5,000	\$5,000	\$5,000
	5187	RETRO WAGES	\$0	<u>\$468</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL		\$69,138	\$83,305	\$88,700	\$92,440	\$92,440
015502	VETERANS SERVICES EXPENSES						
	5270	PRINTING	\$276	\$11	\$0	\$0	\$0
	5231	TRANS ALLOWANCE	\$0	\$1,200	\$1,200	\$1,200	\$1,200
	5294	CLOTHING ALLOWANCE	\$0	\$0	\$250	\$250	\$250
	5295	OTHR SVCS	\$77,178	\$89,218	\$88,000	\$88,000	\$88,000
	5310	OFFICE SUP	\$821	\$0	\$500	\$800	\$800
	5710	TRAVEL	\$180	\$0	\$650	\$350	\$350
	5715	PROF DEV	\$0	\$0	\$0	\$0	\$0
	5730	DUES/SUBSCRIPTIONS	<u>\$470</u>	<u>\$736</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>
	SUBTOTAL		<u>\$78,925</u>	<u>\$91,165</u>	<u>\$91,100</u>	<u>\$91,100</u>	<u>\$91,100</u>
	TOTAL VETERANS SERVICES		\$148,063	\$174,470	\$179,800	\$183,540	\$183,540

DEPARTMENT OF COMMUNITY SERVICES

ELDER SERVICES			FY2019	FY2020	FY2021	FY2022	FY2022
COMMUNITY SERVICES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
015411	ELDER SERVICES SALARIES						
	5110	REG WAGES	\$298,542	\$342,180	\$412,823	\$430,589	\$430,589
	5120	OVERTIME	\$12,279	\$1,731	\$2,000	\$2,000	\$2,000
	5130	PART TIME	\$239,715	\$157,888	\$164,583	\$175,181	\$175,181
	5140	SEASONAL	\$4,840	\$4,903	\$23,000	\$17,814	\$17,814
	5187	RETRO WAGES	\$0	\$2,591	\$0	\$0	\$0
	SUBTOTAL		\$555,376	\$509,293	\$602,406	\$625,584	\$625,584
015412	ELDER SERVICES EXPENSES						
	5220	TELEPHONE	\$870	\$967	\$2,500	\$2,500	\$2,500
	5231	TRANS ALLOWANCE	\$0	\$0	\$2,400	\$2,000	\$2,000
	5250	ADVRSNG	\$59	\$0	\$100	\$0	\$0
	5270	PRINTING	\$14,287	\$19,362	\$17,600	\$19,000	\$19,000
	5282	REP-OFFICE EQUIP	\$0	\$638	\$990	\$1,200	\$1,200
	5291	RENT EQUIP	\$2,800	\$2,800	\$2,600	\$2,600	\$2,600
	5294	CLOTHING ALLOWANCE	\$2,420	\$833	\$3,000	\$3,000	\$3,000
	5295	OTHR SVCS	\$14,001	\$14,383	\$14,000	\$14,500	\$14,500
	5310	OFFICE SUP	\$7,870	\$5,274	\$7,000	\$9,200	\$9,200
	5321	FOOD	\$83,444	\$77,563	\$102,000	\$101,690	\$101,690
	5330	OPERATING SUPPLIES	\$4,967	\$5,487	\$0	\$0	\$0
	5350	SUPPLIES/EQUIPMENT	\$0	\$0	\$6,500	\$11,200	\$11,200
	5355	AUTOMOTIVE FUEL	\$4,592	\$3,202	\$5,000	\$5,000	\$5,000
	5394	SUPPLIES/BOOKS	\$0	\$0	\$300	\$0	\$0
	5395	OTHER COMMODITIES	\$13,125	\$14,413	\$15,000	\$15,000	\$15,000
	5710	TRAVEL IN-STATE	\$4,865	\$5,012	\$5,000	\$5,500	\$5,500
	5715	PROFESSIONAL DEVELOPMENT	\$3,108	\$5,170	\$0	\$0	\$0
	5730	DUES/SUBSCRIPTIONS	\$1,099	\$405	\$1,000	\$1,000	\$1,000
	5799	OFFICE EQUIPMENT	\$0	\$1,070	\$0	\$0	\$0
	SUBTOTAL		\$157,507	\$156,579	\$184,990	\$193,390	\$193,390
015411	ELDER SERVICES SALARIES						
	5801	FROM FEDERAL GRANTS	(52,728)	(58,077)	(59,000)	(52,000)	(52,000)
	5811	FROM SALE OF SERVICE	(52,818)	(61,226)	(47,000)	(54,000)	(54,000)
	SUBTOTAL		(105,546)	(119,303)	(106,000)	(106,000)	(106,000)
	TOTAL ELDER SERVICES		\$607,337	\$546,569	\$681,396	\$712,974	\$712,974

Patriotic and Civic Celebrations

This account provides funding for a number of annual events including the Memorial Day parade and ceremony, the 4th of July celebration, the Veterans Day ceremony and Holiday Lighting.

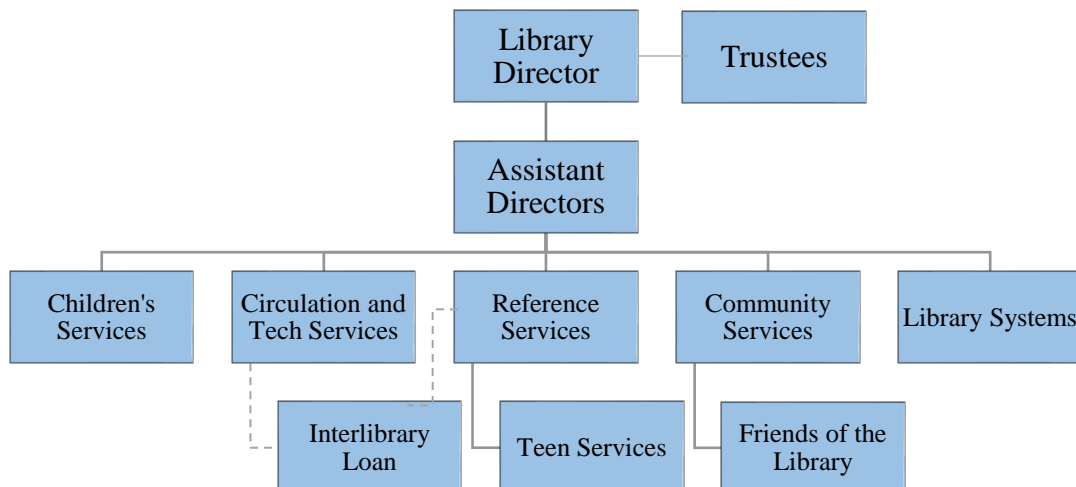
PATRIOTIC CIVIC CELEBRATION			FY2019	FY2020	FY2021	FY2022	FY2022
GENERAL GOVERNMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016402	PATRIOTIC CIVIC CELEBRATION						
	5700	UNCLASSIFIED EXP	\$21,125	\$6,178	\$30,000	\$30,000	\$30,000
	SUBTOTAL		\$21,125	\$6,178	\$30,000	\$30,000	\$30,000
	TOTAL PATRIOTIC CIVIC CELEBRATION		\$21,125	\$6,178	\$30,000	\$30,000	\$30,000

MEMORIAL HALL LIBRARY



Mission Statement

Memorial Hall Library's mission is to be an exceptional and innovative public library for the Andover community. The library provides materials in a wide variety of physical and electronic formats, as well as the space, technology, programs, and staffing essential to public library service.



MEMORIAL HALL LIBRARY

Department Description

Through a diverse offering of materials and services, **Memorial Hall Library** serves as the educational, informational, and cultural heart of the community. The Library provides programs, access to library materials, information technology, and online services for all ages. Despite the library closing to the public in mid-March due to the pandemic, 112,000 patrons still visited in 2020 and library patrons borrowed approximately 350,000 items, including those borrowed using our curbside service which opened in mid-May. Use of electronic, downloadable and streaming services skyrocketed and more than 350,000 resources were accessed.

Administration works with Town Government, the Board of Trustees, Senior Staff and the public to set annual library goals, objectives and action items, partners with Town Facilities and DPW departments to improve and maintain the Library building and grounds to ensure that it meets current patron needs and expectations. As part of the Merrimack Valley Library Consortium Library Administration collaborates with the 36-member consortium to optimize cooperative library initiatives, including a shared public catalog and shared library resources.

The Library Systems Team works with library administration, Town IT and MVLC technology staff to ensure that both the public and staff have access to high quality computers and a secure, reliable network infrastructure. The office supports library automation software, staff and public Internet access, Microsoft Office applications, reference databases, public training, and presentation technology in public meeting rooms.

The Circulation Department serves as the initial point of service for most adults entering the library. They register library patrons, coordinate loans of library materials, manage overdue, missing and lost items, holds, book club kits, the library of things and museum passes. They process loan requests for materials not held in the Merrimack Valley Library Consortium and are responsible for all Commonwealth Catalog and Mediated Interlibrary Loan requests. The department provides help and answers questions in person, by phone and by email.

The Technical Services Department orders, receives, catalogs and prepares materials for circulation. Bibliographic and item records for materials are entered into the 36-member Merrimack Valley Library Consortium database which is available remotely to home users via a shared online catalog. They manage the serials collection and the withdrawal of outdated, damaged and missing items as well as the replacement of classic titles. The department is also responsible for maintaining accurate records of expenditures for library materials.

The Reference Department provides help and answers questions in person, by phone, email and chat. The department manages the Andover Room local history collection and genealogy programming. They are responsible for assisting patrons with streaming or downloading eBooks, audiobooks, music and movies and providing technology assistance to patrons using library and personal devices. The department supports public copying, printing, faxing and scanning services and maintains the library web presence and social media accounts.

The Children's Department plans and provides services for children, birth through grade 5. They offer programs such as story hours, crafts, music and summer reading programs. The department helps children and their families select the materials they need to progress as readers and as learners and functions as a destination learning space for families.

The Teen Department plans and provides services for middle and high school students. They offer programming and teen-related collections such as crafts, games and summer reading. They maintain a cooperative relationship with Andover schools, both public and private.

The Community Services Department organizes cultural and educational programs for adults, develops promotional materials, plans art exhibits and other public relations activities. They serve as the library's liaison to the *Friends of Memorial Hall Library* and supervise library volunteers. The department collaborates with other Town departments and organizations.

MEMORIAL HALL LIBRARY

Vision Statement

Memorial Hall Library is a community partner and community space dedicated to the free and open exchange of ideas. Library patrons experience Memorial Hall Library as a responsive, vital resource for meeting their individual and family needs. Lives are enriched through a lifelong relationship with literature, art, information, technology and each other.

FY2022 Objectives

OVERALL OBJECTIVES

- Continue to provide outstanding customer service to the residents of Andover and library patrons
- Fully reopen to the public
- Create an environment that values and promotes diversity, equity and inclusion
- Develop a new Strategic Plan
- Encourage and support staff to participate in training and workshops
- Work with Town Facilities on FY20/21 CIP articles and other building enhancements

ADMINISTRATION/REFERENCE/LIBRARY SYSTEMS

- Upgrade patron-facing library technology such as self-check, event management and digital signage
- Continue digitizing and indexing local newspapers currently on microfilm
- Explore additional streaming products and electronic databases
- Explore the design and relocation of the Makerspace

CIRCULATION/ TECHNICAL SERVICES/INTERLIBRARY LOAN

- Implement automatic renewals and patron self-registration
- Replace the circulation desk and reconfigure level one storage areas
- Update a portion of technical service area
- Provide increased cross-training to expedite the workflow

TEEN SERVICES

- Continue to engage teens, provide spaces, physical and virtual, for them to interact and keep them safe
- Investigate incorporating teen-led programming
- Coordinate with school librarians to organize and promote reading, including summer reading
- Continue to work with AHS teachers and librarians to assist Capstone students with research
- Deploy staff to better serve the increased numbers of middle school students using the library

CHILDREN'S SERVICES

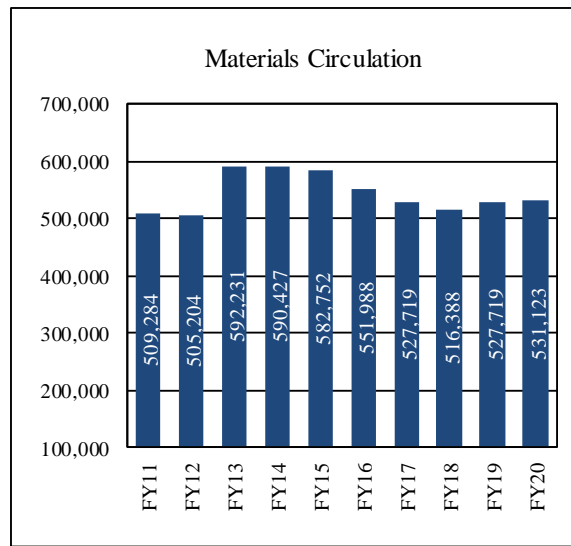
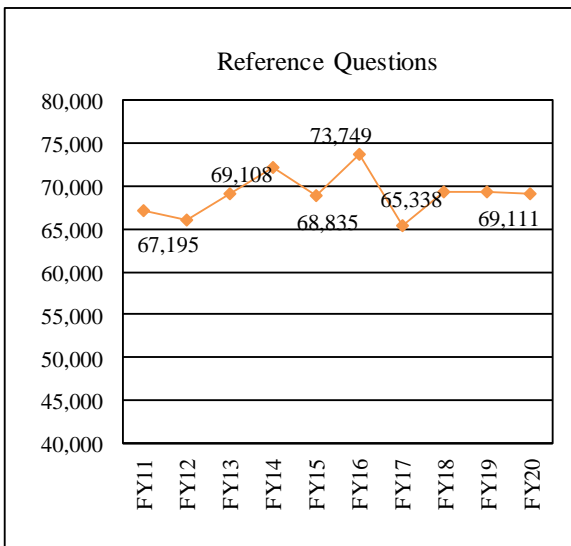
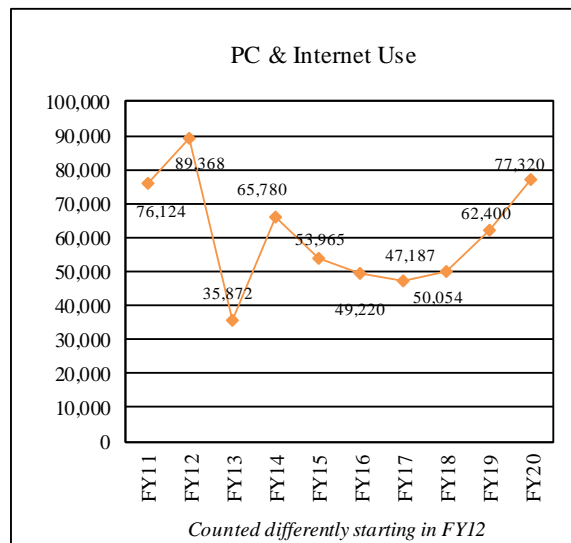
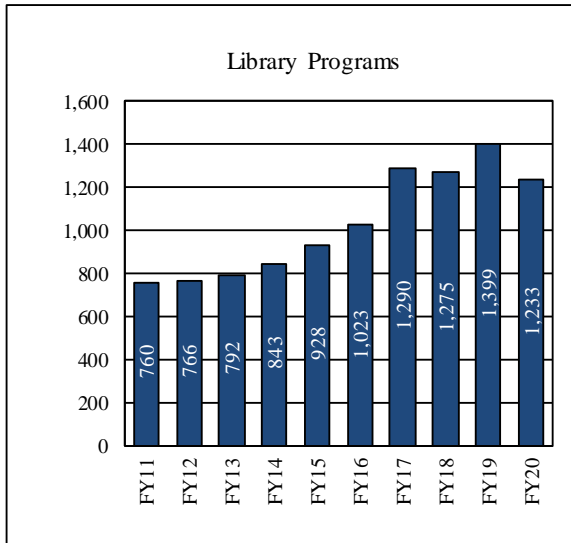
- Replace the children's room circulation desk and reorganize children's room to facilitate better usage
- Collaborate with other public libraries to broaden virtual programming
- Create a virtual space for children and families
- Deploy staff to better serve the increased numbers of families using the Children's Room

COMMUNITY SERVICES

- Continue to improve use of MHL-Mail and Social Media to promote library services
- Work closely with community groups seeking to improve Andover
- Continue to partner with other libraries to broaden the array of virtual programming and share costs

MEMORIAL HALL LIBRARY

LIBRARY PERFORMANCE STATISTICS



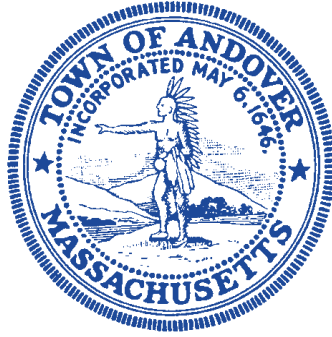
MEMORIAL HALL LIBRARY

Position Classification	FTE FY2019	FTE FY2020	FTE FY2021	REQ FY2022	TMREC FY2022	TMREC FY2022
MEMORIAL HALL LIBRARY						
<u>Full Time</u>						
Library Director	1.0	1.0	1.0	1.0	1.0	124,521
Assistant Library Director	1.0	1.0	2.0	2.0	2.0	201,337
Assistant Library - Coord Tech & Circ Serv	1.0	1.0				
Librarian Coordinators	2.0	2.0	2.0	2.0	2.0	195,284
Library Systems Coordinator	1.0	1.0	1.0	1.0	1.0	88,294
Librarian	8.0	8.0	8.0	8.0	8.0	640,503
Comm Services Librarian	1.0	1.0	1.0	1.0	1.0	81,665
Acquisitions Head	1.0	1.0	1.0	1.0	1.0	75,758
Executive Secretary	1.0	1.0	1.0	1.0	1.0	73,213
Library Asst II	2.0	2.0	2.0	2.0	2.0	136,899
Library Assistant	2.0	2.0	2.0	2.0	2.0	121,580
	21.0	21.0	21.0	21.0	21.0	1,739,054
<u>Part Time</u>						
Librarians	0.6	0.6	0.6	0.6	0.6	49,805
Library Assistant	5.3	5.3	5.3	5.3	5.3	327,145
Pages and Aides						120,705
	5.9	5.9	5.9	5.9	5.9	497,655
GRAND TOTAL	26.9	26.9	26.9	26.9	26.9	2,236,709

MEMORIAL HALL LIBRARY

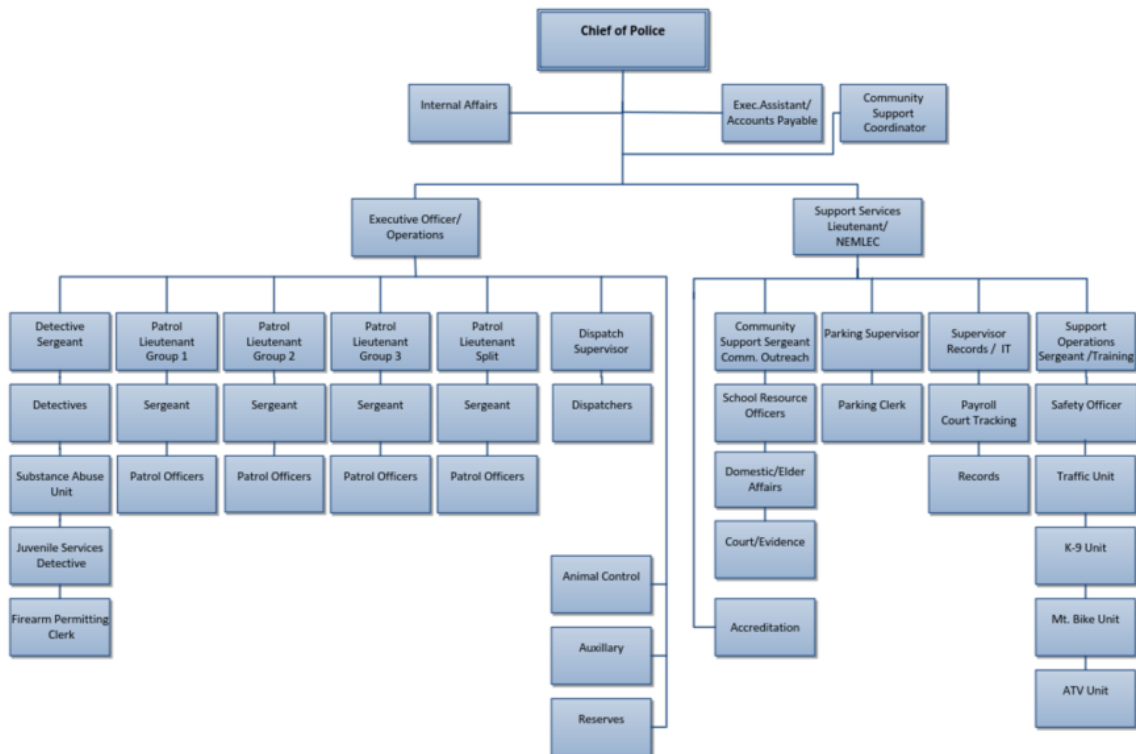
MEMORIAL HALL LIBRARY			FY2019	FY2020	FY2021	FY2022	FY2022
LIBRARY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
016101	LIBRARY SALARIES						
	5110	REG WAGES	\$1,614,302	\$1,619,907	\$1,677,078	\$1,739,055	\$1,739,055
	5120	OVERTIME	\$35,046	\$31,467	\$85,000	\$85,000	\$85,000
	5130	PART TIME	\$475,307	\$463,251	\$493,465	\$497,655	\$497,655
	5187	RETRO WAGES	\$0	\$10,688	\$0	\$0	\$0
	SUBTOTAL		\$2,124,655	\$2,125,313	\$2,255,543	\$2,321,710	\$2,321,710
016102	LIBRARY EXPENSES						
	5211	ELECTRICITY	\$44,660	\$46,591	\$65,000	\$55,000	\$55,000
	5213	NATURAL GAS/OIL	\$16,824	\$25,399	\$25,000	\$35,000	\$35,000
	5220	TELEPHONE	\$3,572	\$3,066	\$4,300	\$0	\$0
	5225	POSTAGE	\$2,053	\$377	\$2,000	\$2,000	\$2,000
	5270	PRINTING	\$1,021	\$639	\$2,000	\$2,000	\$2,000
	5282	REP-OFFICE EQUIP	\$7,322	\$5,326	\$7,000	\$7,000	\$7,000
	5295	OTHR SVCS	\$5,668	\$4,570	\$8,000	\$8,000	\$8,000
	5310	OFFICE SUPPLIES	\$4,152	\$2,927	\$4,500	\$4,500	\$4,500
	5330	SUPPLIES/BUILDING	\$18,134	\$22,015	\$25,000	\$25,000	\$25,000
	5350	SUPPLIES/EQUIPMENT	\$15,319	\$6,844	\$12,000	\$12,000	\$12,000
	5394	SUPPLIES/BOOKS	\$344,714	\$305,752	\$360,000	\$365,000	\$365,000
	5430	OTHER EQUIPMENT	\$60,344	\$50,935	\$55,000	\$55,000	\$55,000
	5710	TRAVEL IN-STATE	\$617	\$418	\$1,500	\$1,500	\$1,500
	5715	PROFESSIONAL DEVELOPMENT	\$7,300	\$3,693	\$3,000	\$3,000	\$3,000
	5730	DUES/SUBSCRIPTIONS	\$85,687	\$85,687	\$85,687	\$85,687	\$85,687
	SUBTOTAL		\$617,387	\$564,239	\$659,987	\$660,687	\$660,687
	TOTAL LIBRARY		\$2,742,042	\$2,689,552	\$2,915,530	\$2,982,397	\$2,982,397

POLICE DEPARTMENT



Mission Statement

The Andover Police Department is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce the laws of the Commonwealth of Massachusetts and the By-laws of the Town of Andover to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced. We emphasize integrity, honesty, impartiality and professionalism from our members in order to create an environment that values differences and fosters fairness and flexibility in our mission. We encourage citizen input and interaction that will assist us in developing sound partnerships between the community and the police. Working together we can protect our future and enhance the quality of life for everyone within the town.



POLICE DEPARTMENT

Department Description

The Andover Police Department is committed to providing the highest level of Public Safety to the Town of Andover and its community through the use of effective and efficient management practices while adhering to clearly defined legal and constitutional guidelines. The Andover Police Department is accredited by the Massachusetts Police Accreditation Commission. We work with all other Town Departments as well as other State, Local and Federal Agencies to ensure that our mission can be accomplished and the Department can provide the maximum service to the community within the allocated budget. The Department is authorized 53 full-time sworn personnel. A police department serving a community with demographics such as Andover should have a full-time staff of 60-64 sworn officers. The Department utilizes civilian staff to supplement the sworn complement, however; it is imperative that the Town make a commitment to increase the sworn complement to adequately provide police services to the Andover community in the future.

The Department employs 22 civilian employees. There are 11 full-time civilian communicators and 1 part-time that dispatch Fire, Police, and Emergency Medical Services as well as field all 9-1-1 emergency calls for service. An Executive Assistant handles daily activities within the Chief's administrative unit. (The remainder of the civilian staff is dispersed in Records, Payroll, Detectives and the Community Support Coordinator.) The Chief of Police also acts as the Town of Andover Emergency Management Director and the Executive Officer serves as the Deputy Emergency Management Director. Additionally, the Department handles all Animal Control issues with 1 Animal Control officer and all Parking enforcement with 1.5 Parking Enforcement Officers.

The Department is structured in two Divisions, Operations Division and Special Services Division. Each Division has a distinct chain of command based on a para -military hierarchy that allows for effective communications and deployment of personnel.

OPERATIONS DIVISION:

- **Uniformed Patrol** - The patrol force is assigned to six different geographic areas of town. These assignments enable the department to provide maximum coverage and enforcement through the use of proactive and reactive patrols.
- **Investigations** - It is the role of the Criminal Investigative Bureau to conduct a thorough and professional follow-up investigation. Various solvability factors are closely scrutinized in each individual case to determine what resources will be allocated. Background investigations for certain positions of employment within the Town are handled in this Division. Surveillance conducted for multiple reasons, whether to confirm or deny the existence of a specific activity, identification purposes and working with other agencies takes place at different times. The Substance Abuse Unit works within the Investigation Division. This Unit works with its regional partners conducts operations to thwart the drug epidemic and alcohol issues throughout the region.
- **Specialized Patrol Units**
 - **Mountain Bike Patrol** – Specially trained officers patrol Main Street, housing developments, recreation trails and other congested areas of town on mountain bikes. These types of patrols give the officers the ability to interact with the community far better than patrolling in a motor vehicle and deployment into area cruisers are unable to patrol.
 - **Motorcycle Patrol** – Specially trained officers assigned to the Traffic Unit operate the department's motorcycles. They are used for traffic enforcement as well as parade and escort details.
 - **K-9 Officer** – The Department has one specially trained canine and handler. This K-9 team is utilized for searches of missing or wanted persons in either buildings or open terrain.
 - **Tactical Officers** - The Department is a member community of Northeast Massachusetts Law Enforcement Council and is able to utilize the N.E.M.L.E.C. officers and resources during time of emergency. Officers participating in the various units receive specialized training in crowd and riot control, crisis negotiations, school violence response, use of specialized weapons, drug interdiction and many other areas of tactical operations. NEMLEC also has a cyber-crime investigative division and traffic reconstruction unit.
 - **Emergency Services** – Emergency services and planning are provided to the community in a number of ways. Some of these services include: medical emergencies, accident investigation, crime suppression, domestic issues, illegal drug activity, traffic control and juvenile issues.
 - **Animal Control** – The Animal Control Officer is responsible for the enforcement of Federal and State Statutes as well as all of the Andover General By-laws that relate to the control of both domesticated and feral animals within the community. The Animal Control Officer is available to assist citizens and Police Officers in the handling, controlling and transporting of sick, injured and vicious domestic and wild animals to the River Road Animal Hospital or the MSPCA. The Animal Control Officer also works closely with the Andover Board of Health on animal bites and rabies control and inspections of animal kennels, shelters and

POLICE DEPARTMENT

barns.

- **Central Dispatch** – The purpose of the Central Dispatch is to receive, process and expedite all requests for emergency and public safety assistance or 9-1-1 emergency calls, and any other calls for service throughout the town. It is the responsibility of this division to process all request for services relating to police, fire, emergency medical services or direct any other requests received by the public safety department to the appropriate agency. All dispatchers have been certified in Emergency Medical Dispatch. The Dispatch Center also serves as the backup Dispatch Center for the Essex County Regional Dispatch Center and the District 15 Fire Service.

SPECIAL SERVICES DIVISION:

- **Community Support Coordinator** – The Community Support Coordinator works directly for the Chief of Police. The CSC assists residents who are struggling with mental illness and addiction and works closely with the Patrol Force with follow ups. The CSC also creates programs to inform and collaborate with the public on mental illness education and the resources available to families and citizens.
- **Parking Control** – Parking enforcement is provided in the central business district in order to maintain an acceptable turn-over rate in parking spaces. This allows more shoppers the ability to patronize local merchants. The ability to have frequent turnover in the parking spaces in the shopping and central business district assists in maintaining the vibrant downtown area.
- **Safety Program** – The Police Department utilizes the knowledge and experience of its members to provide a wide variety of safety programs. These safety programs include educational programs in the schools as well as seminars throughout the community on subjects such as crime prevention, traffic safety, child restraint and seat belt safety, bicycle safety, home safety, drug awareness, alcohol awareness, fraud and scam prevention and other crime suppression programs.
- **School Resource Officer Program** – The SRO program was implemented in 2007 through a joint venture between the Andover Police Department and the Greater Lawrence Technical School. It was expanded in 2012 to include a School Resource Officer at the High School. These partnerships with both schools will allow us to assist in providing a safer learning environment.
- **Crime Prevention and Public Education** – Community awareness of crime prevention and education is an ongoing service provided by both the Special Services Division as well as the Operations Division. The Department provides services ranging from education to daily house checks for vacationing residents. TRIAD programs are held in conjunction with the Senior Center. The Department also provides training to both public and private entities on workplace violence and techniques and training to prepare and protect employees.
- **Training** - Training is provided throughout the department at many different levels. Offering in-house training and scheduling external training assures that the department is continually aware of all social and legal changes. The Department also offers training throughout the community in such areas as CPR, First Aid, Defibrillator training, babysitter training, teen violence prevention and many other safety related classes and the tracking of such programs.
- **Records** – It is the role of Records section to maintain accurate records and to disseminate meaningful information to various departments as well as to the community. Computer operations, alternative funding options and Firearms licensing are also performed in this section.
- **Traffic Division** – The Traffic Division is responsible for the enforcement of all traffic rules and regulations throughout the community. This division also performs traffic studies to recommend changes in the traffic rules and regulations and also determines the effective deployment of traffic regulatory devices. This division utilizes several speed monitoring devices and motorcycle patrols to target areas prone to traffic hazards. This division investigates all accidents involving serious injury or death utilizing specially trained officers and equipment. This division is also responsible for licensing and inspecting all taxi and livery vehicles operating in the Town.
- **Prosecution** - The Prosecution section handles all inter-action between the Police Department and all levels of the court system. The section is responsible for scheduling officers to appear in court, supplying and maintaining evidence, and assuring that all court cases are followed through the court system in an expedient manner.
- **Court Diversion** – This program allows youths in the community to perform community service as a sentencing alternative for delinquent behavior.

EMERGENCY MANAGEMENT:

The role of Emergency Management is to help the community with its disaster preparedness plans. These disasters may be natural or man-made, but in either case centralized Massachusetts Emergency Management Agency (M.E.M.A.) coordination maximizes available resources used. The Chief of Police is the Emergency Management Director and serves as the State Liaison. Public education, auxiliary training, radio communications and inter department coordination are the four main focus areas of this division. This division is also responsible for the town's participation in the Regional Local Emergency Planning Committee (LEPC). This committee is responsible for coordinating the town's response to any hazardous materials spill or incident. The Chief of Police is the Emergency Response Coordinator for the Town Of Andover while working closely with other Town leaders.

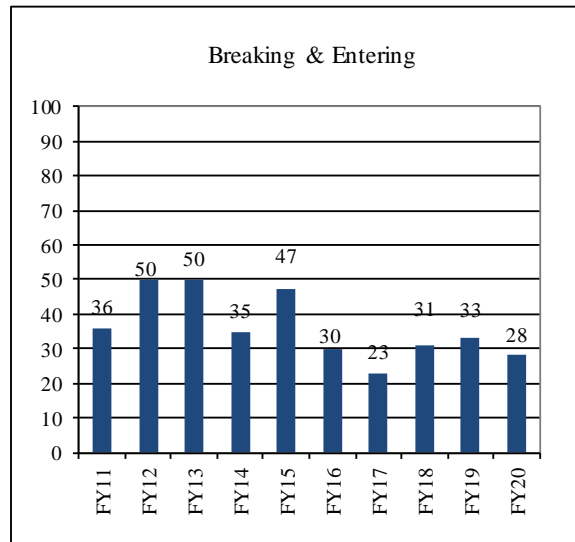
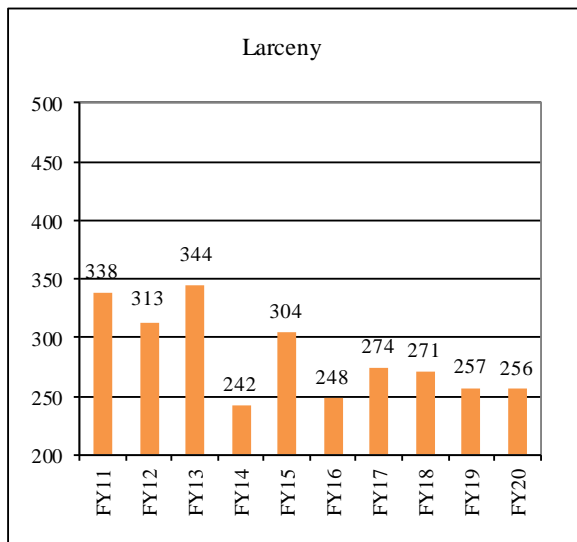
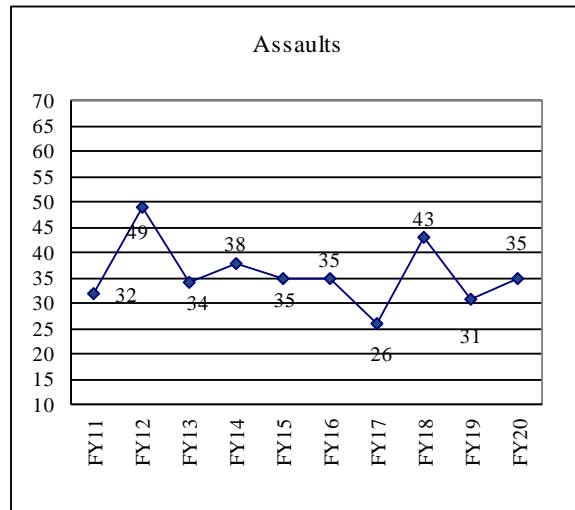
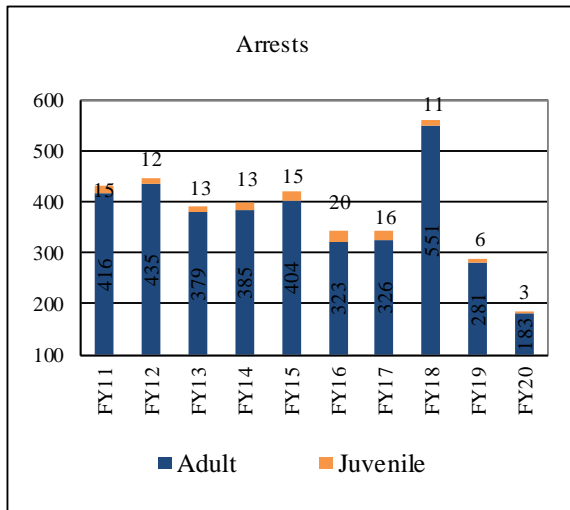
POLICE DEPARTMENT

FY2022 Objectives

- To continue to protect the rights and dignity of all persons as provided by law and under the Constitutions of the United States and the Commonwealth of Massachusetts.
- To continue to instill confidence in the community we serve by maintaining a high degree of professionalism, integrity, impartiality, high ethical standards, dedication and expertise in the delivery of our services.
- ♦ To continue to facilitate a proper response to all calls for service from the community and provide outstanding Police Services.
- To develop and maintain programs aimed at crime prevention.
- To provide enforcement measures against established criminal activities.
- To maintain our current, and expand community policing programs and community support services for community members suffering from addiction and mental illness within Andover.
- Hire and train recruits to ensure the Department is at 100% strength to serve the Community effectively.
- Continue to assist in implementing the Downtown Parking Program to ensure safe and effective traffic movement in the Business District.

POLICE DEPARTMENT

POLICE PERFORMANCE STATISTICS



POLICE DEPARTMENT

POLICE DEPARTMENT	FTE FY2019	FTE FY2020	FTE FY2021	REQ FY2022	TMREC FY2022	TMREC FY2022
Chief of Police	1.0	1.0	1.0	1.0	1.0	200,514
Lieutenant	6.0	6.0	6.0	6.0	6.0	864,963
Sergeant	8.0	8.0	8.0	8.0	8.0	914,570
Patrol Officers * #	37.0	37.0	37.0	37.0	37.0	3,113,527
School Patrol Officer	1.0	1.0	1.0	1.0	1.0	73,979
Less Andover School Contribution						(51,216)
Office Assistant II	1.0	1.0	1.0	1.0	1.0	60,922
Office Assistant III	1.0	1.0	1.0	1.0	1.0	72,870
Executive Assistant	1.0	1.0	1.0	1.0	1.0	65,481
Records Clerk	2.0	2.0	2.0	2.0	2.0	119,682
Community Support Coordinator	1.0	1.0	1.0	1.0	1.0	102,903
Public Safety Network Administrator (1)			1.0	1.0	1.0	117,043
Unclassified						247,624
Note: Patrol Officer Wages at FY20 Rates	59.0	59.0	60.0	60.0	60.0	5,902,862
<u>Part-Time</u>						
Reserve Officers						5,000
Matrons						1,000
	0.0	0.0	0.0	0.0	0.0	6,000
<u>CENTRAL DISPATCHING</u>						
Dispatch Supervisor (D2)	1.0	1.0	1.0	1.0	1.0	75,499
Dispatcher (D1)	10.0	10.0	10.0	10.0	10.0	686,762
Reserve Dispatchers						45,000
Note: Dispatcher Wages at FY19 Rates	11.0	11.0	11.0	11.0	11.0	807,261
<u>ANIMAL CONTROL</u>						
Animal Control Officer (I-16)	1.0	1.0	1.0	1.0	1.0	66,305
	1.0	1.0	1.0	1.0	1.0	66,305
<u>PARKING CONTROL</u>						
Parking Control Supervisor (I-14)	1.0	1.0	1.0	1.0	1.0	69,777
Parking Control Assistant (I-10)	0.5	0.5	0.5	0.5	0.5	25,447
	1.5	1.5	1.5	1.5	1.5	95,224
GRAND TOTAL	72.5	72.5	73.5	73.5	73.5	6,877,652
Notes: *39 positions authorized, 38 funded						
# One Patrol Officer funded partially by Greater Lawrence Technical High School						
(1) - Transfer from IT						

POLICE DEPARTMENT

POLICE DEPARTMENT			FY2019	FY2020	FY2021	FY2022	FY2022
PUBLIC SAFETY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012101	POLICE DEPT SALARIES						
	5110	REG WAGES	\$5,388,786	\$5,401,246	\$5,818,959	\$5,902,863	\$5,902,863
	5111	ILD INJURED ON DUTY	\$149,233	\$296,475	\$0	\$0	\$0
	5123	MISC OT	\$908,095	\$894,738	\$947,600	\$960,000	\$960,000
	5125	COURT DUTY	\$73,041	\$45,810	\$72,100	\$75,000	\$75,000
	5127	INVESTIGATIONS	\$123,944	\$110,547	\$16,480	\$50,000	\$50,000
	5130	PART TIME	\$11,629	\$2,454	\$20,600	\$6,000	\$6,000
	5187	RETRO WAGES	\$0	\$47,667	\$0	\$0	\$0
	SUBTOTAL		\$6,654,728	\$6,798,937	\$6,875,739	\$6,993,863	\$6,993,863
012102	POLICE DEPT EXPENSES						
	5211	ELECTRIC	\$86,913	\$81,587	\$100,000	\$100,000	\$85,000
	5213	NATURAL GAS/OIL	\$44,320	\$45,000	\$50,000	\$55,000	\$50,000
	5220	TELEPHONE	\$65,789	\$68,380	\$30,000	\$35,000	\$30,000
	5225	POSTAGE	\$442	\$3,614	\$5,000	\$5,000	\$5,000
	5270	PRINTING	\$0	\$380	\$0	\$0	\$0
	5285	REP/OTHER EQUIP	\$134,470	\$110,736	\$135,000	\$135,000	\$135,000
	5287	REPAIRS/RADIO EQUIP	\$92,492	\$48,657	\$75,000	\$75,000	\$75,000
	5291	EQUIPMENT RENTAL	\$28,987	\$28,033	\$35,000	\$35,000	\$35,000
	5294	CLOTHING ALLOWANCE	\$72,893	\$77,367	\$76,000	\$76,000	\$76,000
	5295	OTHR SVCS	\$18,685	\$33,933	\$60,000	\$60,000	\$50,000
	5296	MEDICAL EXPENSES	\$46,070	\$112,250	\$32,000	\$32,000	\$32,000
	5310	OFFICE SUPPLIES	\$6,367	\$6,294	\$10,000	\$10,000	\$10,000
	5350	OPERATING SUPPLIES	\$66,944	\$27,307	\$75,000	\$75,000	\$75,000
	5355	AUTOMOTIVE FUEL	\$79,954	\$60,560	\$78,000	\$85,000	\$85,000
	5395	OTHER COMMODITIES	\$62,948	\$31,616	\$60,000	\$60,000	\$60,000
	5410	MACHINERY/EQUIPMENT	\$33,516	\$11,601	\$47,000	\$47,000	\$47,000
	5504	TECHNOLOGY	\$17,483	\$1,060	\$0	\$0	\$0
	5710	TRAVEL	\$7,262	\$3,086	\$6,000	\$6,000	\$6,000
	5716	ACADEMY TRAINING	\$170	\$9,171	\$8,000	\$8,000	\$8,000
	5715	PROFESSIONAL DEV	\$65,879	\$33,991	\$20,000	\$25,000	\$20,000
	5730	DUES/SUBSCRIPTIONS	\$22,073	\$25,209	\$20,000	\$23,000	\$23,000
	5799	OFFICE FURNITURE	\$3,842	\$2,544	\$0	\$0	\$0
	SUBTOTAL		\$957,499	\$822,376	\$922,000	\$947,000	\$907,000
012101	POLICE DEPT SALARIES						
	5811	FROM SALE OF SERVICE	\$ (161,072)	\$ (60,483)	\$ (90,000)	\$ (60,000)	\$ (60,000)
	5831	FROM RESERVE FUNDS	\$ -	\$ -	\$ (64,947)	\$ -	\$ -
	SUBTOTAL		\$ (161,072)	\$ (60,483)	\$ (154,947)	\$ (60,000)	\$ (60,000)
	TOTAL POLICE DEPARTMENT		\$7,451,155	\$7,560,830	\$7,642,792	\$7,880,863	\$7,840,863

POLICE DEPARTMENT

POLICE CENTRAL DISPATCH PUBLIC SAFETY			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
012151	CENTRAL DISPATCH SALARIES						
	5110	REG WAGES	\$671,280	\$678,824	\$753,287	\$765,561	\$765,561
	5123	MISC OT	\$89,090	\$101,046	\$112,000	\$112,000	\$112,000
	5130	PART TIME	<u>\$45,819</u>	<u>\$34,890</u>	<u>\$45,000</u>	<u>\$45,000</u>	<u>\$45,000</u>
	SUBTOTAL		\$806,189	\$814,760	\$910,287	\$922,561	\$922,561
012152	CENTRAL DISPATCH EXPENSES						
	5285	REP/OTHER EQUIP	\$853	\$0	\$2,500	\$2,500	\$2,500
	5287	REPAIRS/RADIO EQUIP	\$13,190	\$4,183	\$6,000	\$6,000	\$6,000
	5291	EQUIPMENT RENTAL	\$1,563	\$2,828	\$3,000	\$3,000	\$3,000
	5294	CLOTHING ALLOWANCE	\$5,010	\$6,910	\$5,500	\$5,500	\$5,500
	5310	OFFICE SUPPLIES	\$500	\$402	\$500	\$500	\$500
	5350	OPERATING SUPPLIES	\$985	\$286	\$5,000	\$5,000	\$5,000
	5420	OFFICE EQUIPMENT	\$304	\$356	\$2,000	\$2,000	\$2,000
	5710	TRAVEL	\$1,685	\$0	\$0	\$0	\$0
	5715	PROFESSIONAL DEVELOPMENT	\$2,020	\$1,645	\$4,500	\$4,500	\$4,500
	5799	OFFICE FURNITURE	<u>\$699</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL		<u>\$26,809</u>	<u>\$16,610</u>	<u>\$29,000</u>	<u>\$29,000</u>	<u>\$29,000</u>
	TOTAL POLICE CENTRAL DISPATCH		\$832,998	\$831,370	\$939,287	\$951,561	\$951,561

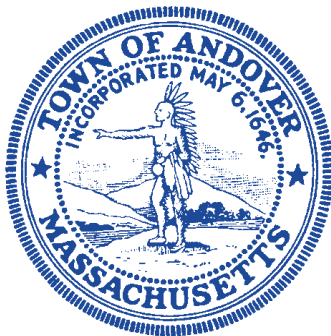
POLICE ANIMAL CONTROL PUBLIC SAFETY			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
012161	POLICE ANIMAL CONTROL SALARIES						
	5110	REG WAGES	\$70,844	\$72,419	\$73,905	\$66,305	\$66,305
	5120	OVERTIME	\$9,373	\$8,110	\$10,300	\$10,000	\$10,000
	5187	RETRO WAGES	<u>\$0</u>	<u>\$484</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL		\$80,217	\$81,013	\$84,205	\$76,305	\$76,305
012162	POLICE ANIMAL CONTROL EXPENSES						
	5294	CLOTHING ALLOWANCE	\$985	\$1,212	\$1,000	\$1,000	\$1,000
	5295	OTHER SERV	\$2,140	\$2,110	\$5,000	\$5,000	\$5,000
	5310	OFFICE SUPPLIES	\$0	\$0	\$300	\$300	\$300
	5350	OPERATING SUPPLIES	<u>\$40</u>	<u>\$215</u>	<u>\$1,000</u>	<u>\$1,000</u>	<u>\$1,000</u>
	SUBTOTAL		<u>\$3,165</u>	<u>\$3,537</u>	<u>\$7,300</u>	<u>\$7,300</u>	<u>\$7,300</u>
	TOTAL POLICE ANIMAL CONTROL		\$83,382	\$84,550	\$91,505	\$83,605	\$83,605

POLICE DEPARTMENT

POLICE EMERGENCY PREPAREDNESS PUBLIC SAFETY			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
012171	EMERGENCY PREP SALARIES						
	5130	PART TIME	\$1,500	\$1,498	\$1,597	\$1,500	\$1,500
	SUBTOTAL		\$1,500	\$1,498	\$1,597	\$1,500	\$1,500
012172	POLICE - EMERGENCY PREP EXPENSES						
	5220	TELEPHONE	\$756	\$700	\$700	\$700	\$700
	5310	OFFICE SUPPLIES	\$0	\$0	\$300	\$300	\$300
	5350	OPERATING SUPPLIES	\$0	\$0	\$2,500	\$2,500	\$2,500
	5360	REPAIR PARTS/EQUIP	\$16,959	\$16,959	\$17,000	\$17,000	\$17,000
	SUBTOTAL		\$17,715	\$17,659	\$20,500	\$20,500	\$20,500
	TOTAL POLICE EMERGENCY PREP		\$19,215	\$19,157	\$22,097	\$22,000	\$22,000

POLICE PARKING CONTROL PUBLIC SAFETY			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
012181	PARKING CONTROL SALARIES						
	5110	REG WAGES	\$65,166	\$67,033	\$68,409	\$69,777	\$69,777
	5120	OVERTIME	\$4,162	\$2,105	\$1,236	\$1,236	\$1,236
	5130	PART TIME	\$22,016	\$23,620	\$24,564	\$25,447	\$25,447
	5187	RETRO WAGES	\$0	\$539	\$0	\$0	\$0
	SUBTOTAL		\$91,344	\$93,297	\$94,209	\$96,460	\$96,460
012182	PARKING CONTROL EXPENSES						
	5294	CLOTHING ALLOWANCE	\$2,020	\$1,347	\$1,500	\$1,500	\$1,500
	5310	OFFICE SUPPLIES	\$5,646	\$3,013	\$20,000	\$20,000	\$20,000
	5350	OPERATING SUPPLIES	\$20,684	\$40,889	\$30,000	\$34,000	\$34,000
	SUBTOTAL		\$28,350	\$45,249	\$51,500	\$55,500	\$55,500
012181	PARKING CONTROL SALARIES						
	5831	FROM RESERVE FUNDS	\$ (87,883)	\$ (87,883)	\$ (94,209)	\$ (96,460)	\$ (96,460)
	SUBTOTAL		\$ (87,883)	\$ (87,883)	\$ (94,209)	\$ (96,460)	\$ (96,460)
012182	PARKING CONTROL EXPENSES						
	5831	FROM RESERVE FUNDS	\$ (51,000)	\$ (51,000)	\$ (51,500)	\$ (55,500)	\$ (55,500)
	SUBTOTAL		\$ (51,000)	\$ (51,000)	\$ (51,500)	\$ (55,500)	\$ (55,500)
	TOTAL PARKING CONTROL		\$ (19,189)	\$ (337)	\$ -	\$ -	\$ -

FIRE RESCUE



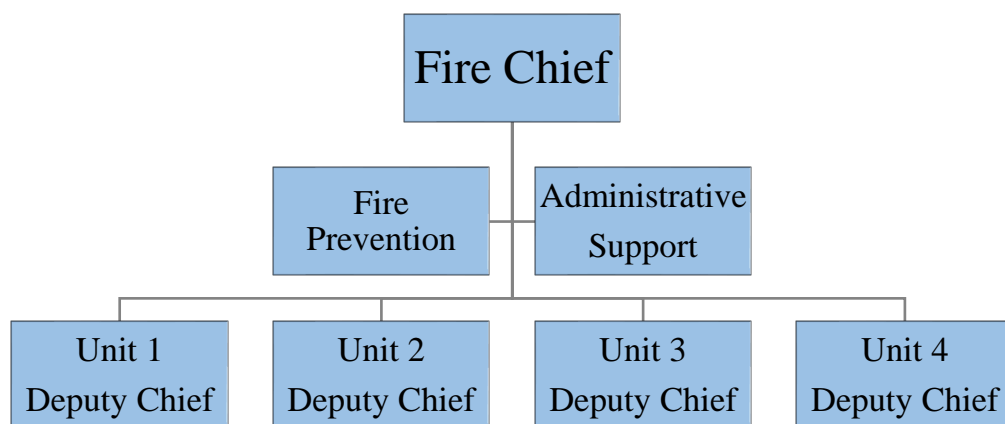
Mission Statement

The mission of Andover Fire Rescue is to serve the citizens of the community and its visitors by protecting them from the dangers created by man-made and natural emergencies.

The organization provides professional services such as fire suppression, EMS, technical rescue, and hazardous materials response.

Andover Fire Rescue aggressively attempts to minimize the risks associated with these incidents through effective fire prevention and investigation, code enforcement, public education and injury prevention programs.

We are dedicated to assisting those in need regardless of the severity of the problem.



FIRE RESCUE

Department Description

Andover Fire Rescue, under the direction of the Fire Chief, provides emergency and non-emergency services necessary to protect life, property and the environment, in the most efficient, cost effective manner possible. Its mission is to prevent the loss of life and injury from fire, fire-related hazards, accidents and natural and man-made disasters; prevent loss to property from fire or fire-related services; increase public education, code enforcement and awareness among area citizens. Andover Fire Rescue provides these services through the following operational divisions:

The Administration Division is responsible for managing the organization's daily operations including the operating budget; purchasing; personnel and payroll records for seventy employees; hiring of new employees; developing management policies; rules and regulations, evaluating and expanding the use of advanced technologies within the organization; and providing administrative and support services to those internal and external customers who require it. The Administrative Division also ensures that all policies and procedures are in compliance with all state and federal legislation to include code enforcement and inspections, response, safety, and personnel resources.

The Fire Suppression Division focuses on response and mitigation to a myriad of fire and rescue type incidents in an effort to minimize life and property loss. The personnel assigned to this division are also prepared to efficiently respond to various types of technical rescue incidents such as, water, trench, confined space, structural collapse and low and high angle rope rescue. Personnel are also trained to respond to and begin the mitigation of hazardous materials incidents. In addition, their efforts include answering requests for service that may lead to the early discovery and/or prevention of fires and other life safety or injury prevention concerns.

The Emergency Medical Services Division provides emergency medical service for those requiring Basic Life Support and assists the fire suppression division when necessary. The ambulance personnel also respond to fire alarms and other non-medical emergencies to provide medical assistance to both civilian and emergency personnel. Residents and non-residents are billed for the ambulance service through the utilization of a third-party insurance billing agency. The personnel also collaborate with the paramedic units that respond into our community to provide an elevated level of patient care when required.

The Fire Prevention Division personnel ensure that state fire codes and permitting processes are followed in the construction of new buildings and the rehabilitation of older occupancies. This division is responsible for the implementation and supervision of all fire and life safety inspection programs within the Town of Andover. Public education programs specific to target audiences such as children and the elderly are also organized through this division. The division personnel team up with all inspectional services at the state and local level to ensure that the safety of those occupying any structure is paramount.

The Training Division is coordinated by a Deputy Chief who has the additional responsibility of the Training Officer. The Training Officer coordinates training programs and instructors to deliver to all Andover Fire Rescue personnel from the Massachusetts Fire Academy and additional certifying agencies such as the National Fire Academy, Massachusetts Emergency Management Agency and the Federal Emergency Management Agency. All personnel are required to participate in several hundred hours of instruction annually on topics that include: technical rescue, basic firefighting skills, hazardous materials response, emergency medical response, information technology, and other incident specific programming.

The Maintenance Division personnel in conjunction with Municipal Services Department personnel are supervised by the Andover Fire Rescue Apparatus Maintenance Officer who is responsible for a continuous preventive maintenance program for 14 vehicles and scores of hydraulic, pneumatic, electric and gas powered hand tools. This program is in place to insure effective and economical operation of all motorized equipment. Duties include: preventive maintenance checks for all engine and ladder companies; the testing of all fire apparatus annually in accordance with N.F.P.A. standards; annual certification of all S.C.B.A. cylinders in accordance with factory specifications; certification and testing of relief drivers and fire apparatus operators with the Training Division; provide 24 hour emergency on-call service by vehicle maintenance for all Fire Rescue equipment; and also assists in the development of fire apparatus and emergency equipment specifications. These personnel are Emergency Vehicle Technician (EVT) certified.

The Fire Investigation Unit is coordinated by an Andover Fire Rescue Deputy Fire Chief who responds to all incidents that are suspicious in nature. He works closely with the State Fire Marshal's Office investigators from the Massachusetts State Police assigned to the fire investigation team. All personnel work with federal, state and local law enforcement agencies as well as insurance investigators to identify the cause and origin of all fires. When

FIRE RESCUE

necessary, investigations are followed up through the utilization of the judicial system, resulting in legal process. This unit also deals closely with the Juvenile Fire Setter Program sponsored by the Commonwealth of Massachusetts to address the concerns and treatment of juvenile fire setters.

Vision Statement

For the next several years, Andover Fire Rescue will be an organization whose personnel function as a cohesive team that is empowered, effective and enthusiastic with the services we provide to our community.

We will be recognized as a regional leader by our community, neighbors and peers and enthusiastically supported by our community, which views us with pride, respect, and confidence.

Our mission will be accomplished by maintaining a physically fit, healthy and increasingly diverse workforce, that are well trained in a multitude of core and specialized skills and empowered with a high level of involvement in our success.

Our equipment will be dependable, capable and consistent with the needs of our community that embraces cutting edge technology with an emphasis placed on firefighter safety.

Andover Fire Rescue will meet the challenges of the future through:

- Implementation of a unified and functional organizational structure that will include the increasing of staff and incident response personnel.
- A responsive organizational structure that will openly communicate and respond to the personnel and the citizens within community.
- Development of adequate facilities that are properly located and designed so as to provide optimum response time and quality service delivery.
- Creation of additional community outreach opportunities through increased public education, public relations and fire prevention programs.
- Embracing training programs that are comprehensive and inclusive of core firefighting and Emergency Medical Service competencies as well as technical rescue skills.
- Utilization of existing information technology to provide access to reliable statistical and safety information in an effort to minimize safety concerns.
- Development of a fully integrated and interoperable radio communications system that will provide increase firefighter safety at all multi-agency responses.
- Development and implementation of a complete wellness program to ensure all personnel are physically healthy and mentally fit.
- Promoting and maintaining a positive work environment.

Value Statement

The values of Andover Fire Rescue are service to those in need and community involvement through the professionalism, integrity, and dedication of its personnel.

FIRE RESCUE

FY2022 Objectives

Facilities – A planned schedule for the acquisition, replacement or renovation of the Andover Fire Rescue facilities.

- Completion of the new Ballardvale Fire Station and operational by June 2021.
- Demolition of the old Ballardvale Fire Station and the residence at 161 Andover Street.
- Begin construction of the emergency access road to the Merrimack River for rescue purposes.
- Complete communications reliability upgrades with fiber optic and microwave network.
- Collaborate with Municipal Services to complete the rehabilitation of the office area at Station #3.
- Complete the installation of three (3) Bi-Directional Communication systems in three schools.

Personnel – Analyze staffing needed for positions both staff and fire rescue, through the reorganization of Andover Fire Rescue to ensure safe staffing levels on all organizational levels.

- Analyze methods of which to retain all current personnel and staffing.
- Hiring of up to eight replacement personnel that have created vacancies through attrition.
- Continue to utilize new employee evaluation and skills programs.
- Provide educational opportunities to all personnel seeking professional development.
- Continue to analyze all organizational activities to ensure appropriate levels of productivity through training, inspections, and public education opportunities.
- Continue to advocate for the funding to staff the Ladder Aide position full time on Ladder 1.

Fire Prevention/ Code Enforcement/Public Education– Develop effective fire prevention, public education, code enforcement, and educational programs that are designed to reduce property loss, injuries and deaths from fire and other risks.

- Continue to develop public education programs with the local media to include print, radio and roll and social.
- Increase pre-incident planning that includes the use of information technology and GIS systems.
- Maintain and increase station open houses and safety house activities.
- Deliver risk prevention education programming within the schools.
- Develop and implement programming for target groups such as the elderly and adolescents.
- Continue to apply and receive grant funding for fire prevention and injury risk program delivery.

Training - Develop and deliver a comprehensive training and educational program designed to build team effectiveness and individual career development.

- Continue to enhance relationships with DFS to establish representation on all statewide training initiatives.
- Maintain annual training programs for all Andover Fire Rescue personnel to include active shooter response, Incident Command System, basic firefighting training, hazardous materials response training and swift water/boat rescue training.
- Continue the implementation of the probationary progress review program.
- Continue to promote Andover as a location to sponsor fire, rescue, and EMS training deliveries for the Merrimack Valley region.

Management, Labor and Political Relations – Continually review the management and administrative policies in order to develop and maintain a progressive, dynamic, and an innovative organization.

- Collaborate with local and state political leaders in an effort to advocate for fire safety and injury prevention initiatives.
- Continue open communications with management, labor and town officials.
- Continue Local 1658 involvement in all Andover Fire Rescue processes.
- Increase the number of Andover Fire Rescue advocates with increased public information programming.
- Increased involvement in the planning process from political leaders.
- Management to continue advocating for firefighters.
- Promoting and maintaining a positive work environment.

Health and Safety – Develop and implement a comprehensive program for risk management, physical fitness, and wellness of personnel in collaboration with the Town of Andover Human Resources Department.

- Implement a voluntary wellness and physical fitness program.
- Continue to upgrade all obsolete fitness equipment within the fire stations.

FIRE RESCUE

- Perform annual flow testing on all Self Contained Breathing Apparatus and hydrostatic testing on all SCBA cylinders and compressor air quality testing.
- Maintain annual testing on all ladders, aerials, pumps, and hose to assure NFPA compliance.
- Maintain labor/management safety committee dialogue.
- Provide for individual fit testing annually.
- Address any safety deficiencies that exist immediately.
- Maintain a personal protective clothing program which replaces 20% of all safety garments annually.

- **Apparatus** – A planned and maintained schedule for the funding, acquisition, and replacement of all Andover Fire Rescue emergency and support vehicles.
- Maintain capital replacement program for all apparatus and staff vehicles.
- Replace Engine 3 with a new Pierce engine.
- Maintain the existing preventive maintenance programs currently in place.
- Investigate additional revenue streams that include the servicing of non-department apparatus.

Emergency Medical Services – A planned schedule for funding to increase the capabilities of EMS services to the community, increase the quality of care, reduce response times, and to develop innovative revenue streams to lessen the impact on the annual budget.

- Continue to provide quality patient care to all citizens within the Town of Andover and meet response time requirements as set forth by the NFPA and AHA..
- Continue with the customer service survey program.
- Sustain EMS Quality Assurance and Training program.
- Investigate additional EMS revenue streams to include the introduction of ALS and non-emergent in home patient care in conjunction with our affiliate hospital.
- Continue to implement EMS Standard Operating Guidelines.
- Continue to provide increased EMS coverage for large scale events.

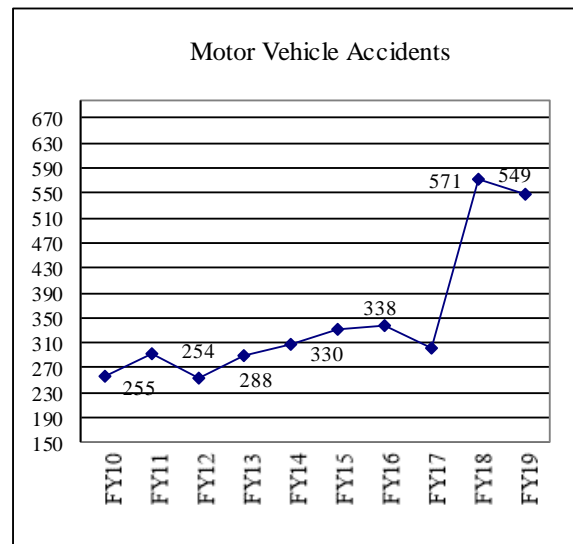
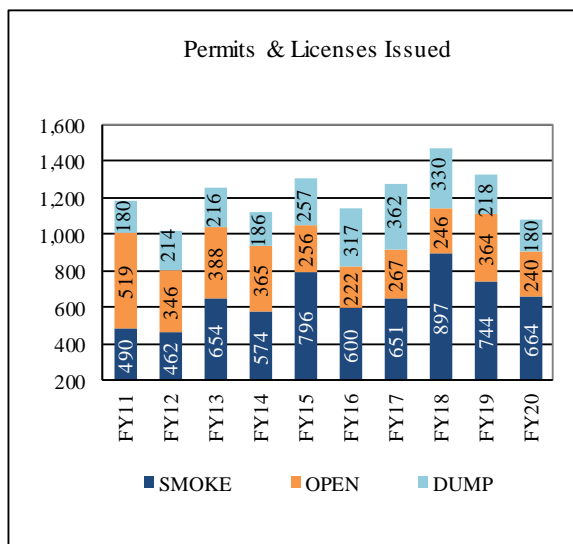
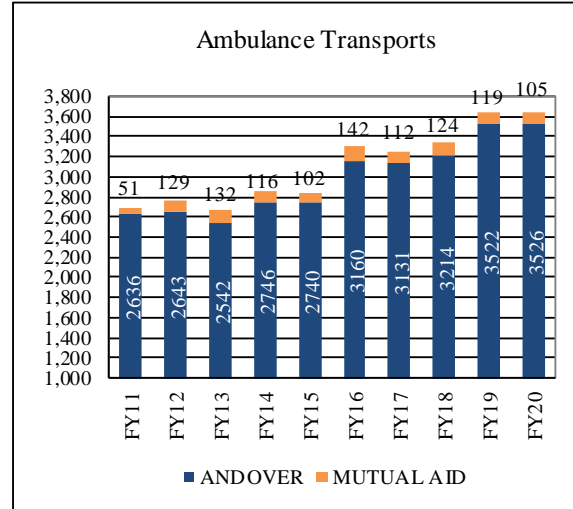
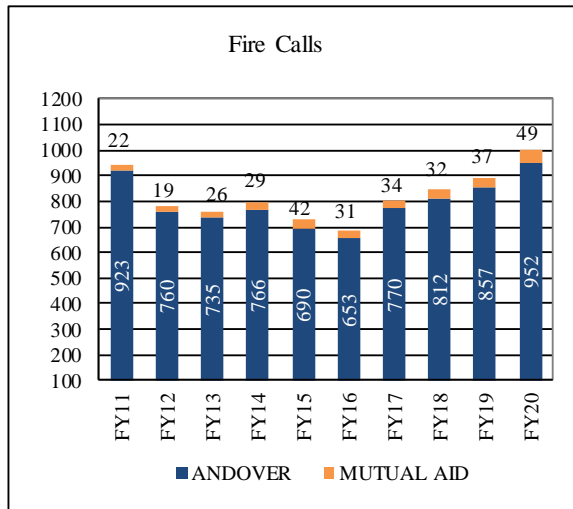
Water Supply – A plan in which to increase the capability and reliability of the current water supply system in an effort to reduce potential fire loss within the community.

- Develop a plan along with the DPW to add additional fire protection water supply capabilities in areas of the community that lack such resources.
- Assist the water department with the continuance of a hydrant replacement program.
- Assist the water department with a public education program related to the hydrant flushing program.

	<u>FTE</u> <u>FY2019</u>	<u>FTE</u> <u>FY2020</u>	<u>FTE</u> <u>FY2021</u>	<u>REQ</u> <u>FY2022</u>	<u>TMREC</u> <u>FY2022</u>	<u>TMREC</u> <u>FY2022</u>
FIRE-RESCUE						
Fire Chief	1.0	1.0	1.0	1.0	1.0	181,643
Executive Secretary	1.0	1.0	1.0	1.0	1.0	76,400
Office Assistant II	1.0	1.0	1.0	1.0	1.0	62,494
Deputy Chief	4.0	4.0	4.0	4.0	4.0	564,833
Lieutenant	13.0	13.0	13.0	13.0	13.0	1,437,084
Firefighter	52.0	52.0	52.0	52.0	52.0	4,464,680
Unclassified						191,212
GRAND TOTAL	72.0	72.0	72.0	72.0	72.0	6,978,347

FIRE RESCUE

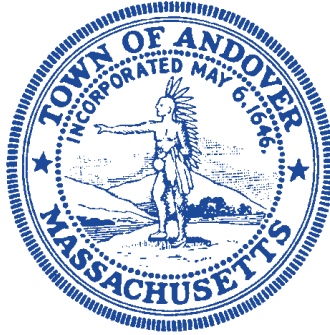
FIRE RESCUE PERFORMANCE STATISTICS



FIRE RESCUE

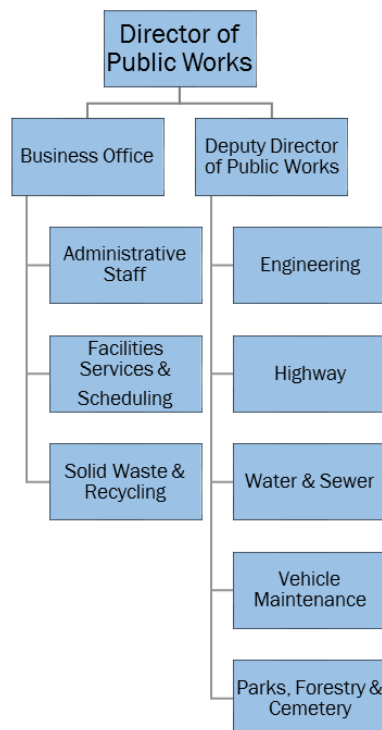
FIRE RESCUE DEPARTMENT			FY2019	FY2020	FY2021	FY2022	FY2022
PUBLIC SAFETY			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
012201	FIRE RESCUE SALARIES						
	5110	REG WAGES	\$5,986,133	\$6,269,712	\$6,851,428	\$6,978,347	\$6,978,347
		NEW TRAINING LT	\$0	\$0	\$0	\$0	\$0
	5111	ILD INJURED ON DUTY	\$211,740	\$368,399	\$0	\$0	\$0
	5123	OVERTIME	\$1,271,740	\$1,198,123	\$1,200,000	\$1,300,000	\$1,250,000
	5151	LADDER AIDE OVERTIME	\$100,199	\$415,604	\$380,000	\$475,000	\$400,000
	5187	RETRO WAGES	\$0	\$766	\$0	\$0	\$0
		SUBTOTAL	\$7,569,812	\$8,252,604	\$8,431,428	\$8,753,347	\$8,628,347
012202	FIRE RESCUE EXPENSES						
	5211	ELECTRIC	\$9,551	\$11,117	\$14,000	\$40,000	\$28,000
	5213	NATURAL GAS /OIL	\$11,323	\$10,709	\$10,000	\$30,000	\$20,000
	5220	TELEPHONE	\$14,357	\$14,577	\$15,000	\$15,000	\$15,000
	5271	CREDIT CARD FEES	\$146	\$81	\$150	\$150	\$150
	5281	REPAIRS/BUILDING	\$2,037	\$2,509	\$2,500	\$2,500	\$2,500
	5285	REP/OTHER EQUIP	\$28,303	\$31,372	\$33,000	\$33,000	\$33,000
	5287	REPAIRS/RADIO EQUIP	\$20,755	\$10,081	\$18,000	\$18,000	\$18,000
	5294	CLOTHING ALLOWANCE	\$81,422	\$78,090	\$85,900	\$85,900	\$85,900
	529501	PROTECTIVE CLOTHING	\$37,995	\$63,597	\$52,000	\$52,000	\$52,000
	529502	TRAINING	\$24,951	\$16,338	\$25,000	\$25,000	\$25,000
	529503	AMBULANCE BILLING FEES	\$53,057	\$45,853	\$54,000	\$54,000	\$54,000
	5296	MEDICAL EXPENSES	\$33,024	\$57,036	\$30,000	\$30,000	\$30,000
	5310	OFFICE SUPPLIES	\$4,746	\$5,981	\$6,000	\$6,000	\$6,000
	5330	SUPPLIES/BUILDING	\$9,385	\$9,554	\$12,000	\$12,000	\$12,000
	5350	SUPPLIES/EQUIPMENT	\$53,348	\$41,175	\$50,000	\$50,000	\$50,000
	5355	AUTOMOTIVE FUEL	\$54,742	\$50,473	\$55,000	\$65,000	\$55,000
	5360	REP/PARTS/EQUIP	\$4,856	\$0	\$4,500	\$4,500	\$4,500
	5393	SUPPLIES FIREFIGHTING	\$46,415	\$20,112	\$44,600	\$44,600	\$44,600
	5430	OTHER EQUIPMENT	\$6,949	\$3,838	\$7,000	\$7,000	\$7,000
	5504	TECHNOLOGY	\$7,735	\$0	\$6,000	\$6,000	\$6,000
	5720	TRAVEL/OUT	\$2,611	\$145	\$6,000	\$6,000	\$6,000
	5730	DUES/SUBSCRIPTIONS	\$15,206	\$16,887	\$16,500	\$16,900	\$16,900
		SUBTOTAL	\$522,914	\$489,525	\$547,150	\$603,550	\$571,550
012201	FIRE RESCUE SALARIES						
	5811	FROM SALE OF SERVICE	\$(1,552,759)	\$(1,379,611)	\$ (1,350,000)	\$ (1,250,000)	\$(1,250,000)
		SUBTOTAL	\$(1,552,759)	\$(1,379,611)	\$ (1,350,000)	\$ (1,250,000)	\$(1,250,000)
		TOTAL FIRE RESCUE DEPARTMENT	\$6,539,967	\$7,362,518	\$7,628,578	\$8,106,897	\$7,949,897

DEPARTMENT OF PUBLIC WORKS



Mission Statement

To provide a responsive, well-planned and cost effective maintenance operation and capital improvement program for all, grounds, forestry, cemetery and vehicles. To properly maintain the Town's infrastructure and continuously improve the quality of life for the community by protecting our water resources and by providing safe drinking water, state of the art disposal for our liquid and solid wastes, and safe travel on our roadways & sidewalks.



DEPARTMENT OF PUBLIC WORKS

Department Description

Administration/Business Office oversees the operations of finances for Public Works and Facilities departments and their various divisions. The Business Office staff coordinates the department's activities, develops and monitors the annual budget, assists in Capital Improvement Program development, accounts payable, financial analysis, prepares personnel and payroll records, coordinates the hiring of new employees, manages labor agreement issues, develops and implements departmental policies, coordinates the administrative support for all divisions, and handles all public inquiries. The Business Office staff are also responsible for administrative support for the following: major construction and capital improvement projects, the work control center function which includes the computerized work order system, all vehicle maintenance tracking, Town and School access control security systems, the central vehicle fuel depot (which utilizes a computerized access and tracking system) utility and fuel contracts for all Town & School accounts., purchasing and inventory management for all materials, the Bald Hill leaf composting finances including permit sales and customer interface. This division also schedules the use and rental of all School buildings, Town and School fields and the Town House function hall to non-profit groups, private organizations, individuals and Town and School activities.

The **Engineering Division** provides project planning, "problem" study, and resolution. The division oversees most public works related construction whether conducted by the Town or by contractor to ensure compliance with project plans and Town standards. Oversees and inspects all new development and redevelopment construction projects to ensure compliance with Town standards. Engineering also reviews all street openings and maintains liaison with State and area municipal Public Works departments on joint projects. The division handles citizen requests for information and provides engineering assistance to other Town departments and divisions such as Water, Sewer, Highway, Forestry, and Community Development and Planning. Maintenance of portions of the Town wide GIS system and coordination of the implementation activities of the Town's Stormwater Management Program, which is necessary to comply with the Federal NPDES Phase II Storm Water Regulations, are also done by the division. Engineering also coordinates and oversees all private utility work performed in Town such as Gas, Electric, and Communications.

The **Highway Division** is responsible for maintenance and construction of all the roadways (including curbs), sidewalks, guardrails, storm drains, culverts and catch basin structures. Highway is also responsible for snow and ice control during the wintertime with the assistance of the other divisions. The Highway Division is also responsible for all street sign installations and repairs, and for all required street/parking lot markings. The Highway Division is also responsible for Snow & Ice Maintenance and Removal including but not limited to plowing and treating the roadways, sidewalks and Town owned parking lots.

The Parks & Grounds, Forestry and Cemetery Divisions:

Parks & Grounds is responsible for all School and Town grounds maintenance and snow removal at Town facilities, sports fields, parks, irrigation systems and a variety of other duties, including trash pickup at the parks and School sites. This division maintains over 120 acres of sports fields. They also service all of their own equipment and as well as School snow blowers.

Forestry is responsible for the care and maintenance of all Town public shade trees and roadside vegetation. There are approximately 200 miles of roadways in Andover. Annual roadside mowing is done on approximately 75 miles of roadways. This division also maintains the Bald Hill leaf composting facility.

Cemetery is responsible for grounds maintenance, land clearing, lot sales and burials at the Town owned Spring Grove Cemetery, as well as maintenance support at Recreation Park and support to other divisions.

The **Sewer Division** maintains the Town's sewer infrastructure including the collection system, eleven neighborhood sewer-pumping stations, Shawsheen Village Pumping Station, the force main and gravity line through Lawrence to the treatment plant in North Andover and the agreement with the Greater Lawrence Sanitary District (GLSD) for the treatment and disposal of our liquid wastes.

The **Solid Waste/Recycling Division** is responsible for managing the Town's Solid Waste and Recycling contracts, which include the curbside collection of rubbish, leaves, and recyclables including mixed residential paper, #1 thru #5 and #7 plastics, corrugated cardboard, aluminum, glass, and steel/tin containers. The Town's rubbish is brought to the Covanta waste-to-energy facility in Haverhill. The division also manages the drop off collections for household hazardous waste (HHW) and the CRT/Electronic recycling events. More detailed information is available in the "Recycling and Trash Guide for Residents".

DEPARTMENT OF PUBLIC WORKS

The **Water Division** ensures the integrity of the water supplies and the surrounding watershed areas. It is also responsible for the treatment, quality control and distribution of the water in accordance with all Federal and State regulations for delivery of the drinking water to the consumers. The division is accountable for the operation and maintenance of the water treatment plant, and distribution system, in addition to the customer services involving water meter installation, repair, reading, and resolving customer problems.

The Vehicle Maintenance Division provides maintenance to all Town vehicles and heavy equipment. This includes the Police and Fire Departments, Public Works, Sewer and Water Departments, Plant & Facilities, Youth Services, Senior Center and all other Town/School operated vehicles. The Vehicle Maintenance division also contracts for outside repair services when necessary, purchases gasoline and diesel fuel for all Town vehicles at wholesale cost, oversees the disbursement at the Town owned fuel depot and maintains all Town and School emergency generators.

FY2022 Objectives

DIVISION: ADMINISTRATION/BUSINESS OFFICE

- Continue updating the long and short range plans for the department.
- Maintain and improve relationships with the Community.
- Insure that all divisions act in a coordinated fashion to improve and maintain the Town's Infrastructure.
- Sustain the existing level of services within the limits Proposition 2-1/2 and other budgetary constraints.
- Upgrade of the CMMS, Computerized Management Maintenance System (citizen request module, work order generation and asset management).
- Implement planned capital projects
- Support the Town and School energy conservation program.
- Promote the Town House function facility to increase rental activity.
- Work with Town and Youth Sports Groups to best utilize the Town fields.
- Review policies, procedures and fee schedules to optimize efficiencies and increase revenues.
-

DIVISION: ENGINEERING

- To provide survey, design, and construction inspection for water & sewer main, storm drain, sidewalk, guardrail, bridge, and other improvement projects to insure compliance with Town and safety standards.
- Provide engineering assistance for the annual road maintenance and reconstruction/resurfacing program.
- Provide quality engineering assistance to other Town agencies and the public.
- Provide review and oversight of all private utility projects within the Town Right-of-Way to ensure protection of existing Town owned infrastructure as well as future needs.
- Coordinate the implementation of the town-wide Storm water Management Program in order to comply with the requirements of the new Federal NDPES Phase II Storm water regulations.
- Ensure that all development and redevelopment projects are designed and constructed to meet Town standards.
- Support and encourage professional growth and development of all team members.
-

DIVISION: HIGHWAY

- Maintain and improve the transportation quality of the Town's roads and sidewalks as funds allow.
- Insure that the Town's drainage system meets the requirements under Town's MS4 permit, as it relates to regulated discharges into Waters of the United States.
- Maintain signs and pavement markings on Town roads to help provide safe travel for pedestrians, motorists, and bicyclists that utilize our transportation infrastructure.
- Improve handicap accessibility of Town sidewalks.
- Oversee the Town of Andover's Road and Sidewalk Restoration and Improvement plan.
- Implement a new DLA (Direct Liquid Application) treatment system for use during snow and ice operations.
- Deploy GPS tracking capabilities during snow and ice operations for all Town and contractor vehicles.
- Assist Engineering Division in the development of an updated Sidewalk Master Program.

DIVISION: PARKS & GROUNDS, FORESTRY, and CEMETERY

- Implement Forestry management best practices.

DEPARTMENT OF PUBLIC WORKS

- Continue to increase the downtown beautification project.
- Implement planned field improvement projects.
- Implement/support planned capital projects.
- Continue the Street Tree Replanting program.
- Provide support for the major construction projects.
- Explore school and town field maintenance improvements.
- Continue support to the Bald Hill composting and brush grinding programs.

DIVISION: SEWER

-
- Greater Lawrence Sanitary District (GLSD) will be completing the generator project.
- Maintain the integrity of the existing collection system.
- Implement an operational maintenance plan associated with the eleven sewer pumping stations.
- Provide expansion of sewer service in a planned manner to areas approved as part of the Sanitary Sewer Master Plan.
- Andover completed its sanitary sewer survey and submitted its Infiltration/Inflow Analysis – Flow monitoring Summary Report to the MassDEP. Public Works continues inspecting the system and continues its 17 year implementation plan, with work in 2021.

DIVISION: SOLID WASTE

- Manage the Town's solid waste curbside collection contracts for rubbish and recyclable materials to ensure a high level of satisfaction from the residents and other municipal departments.
- Evaluate the options for collecting our solid waste materials to ensure that we are using the most cost effective/environment-friendly methods possible.
- Continue to support the School Recycling Initiative Program across the district.
- Investigate all possible options for waste disposal available to the Town of Andover.

DIVISION: VEHICLE MAINTENANCE

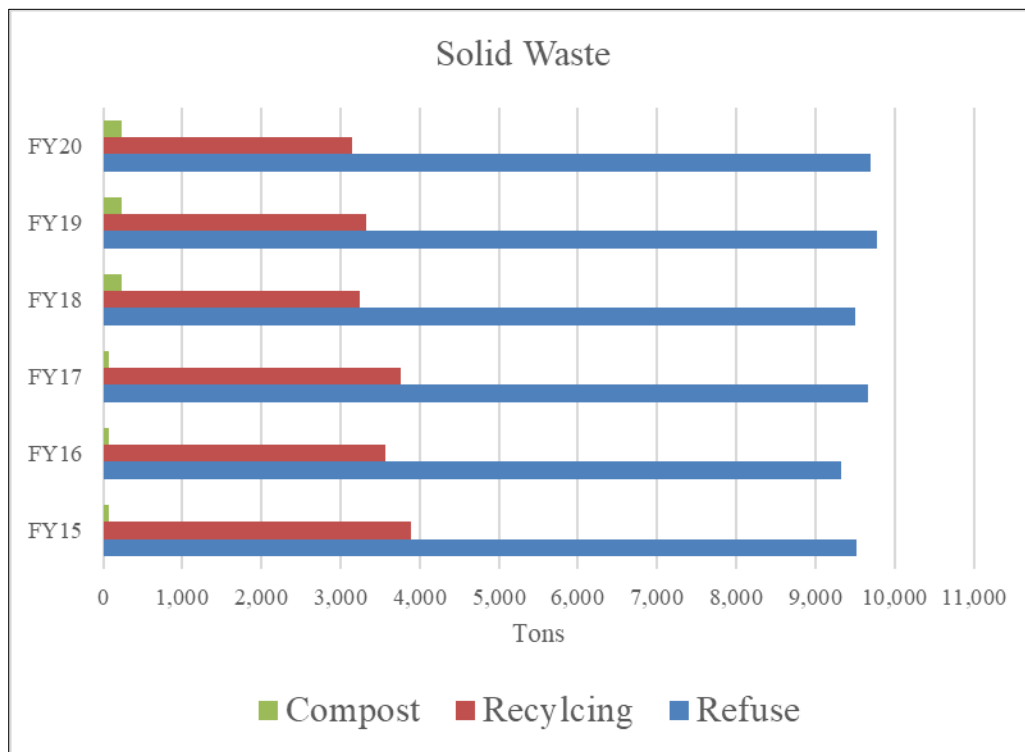
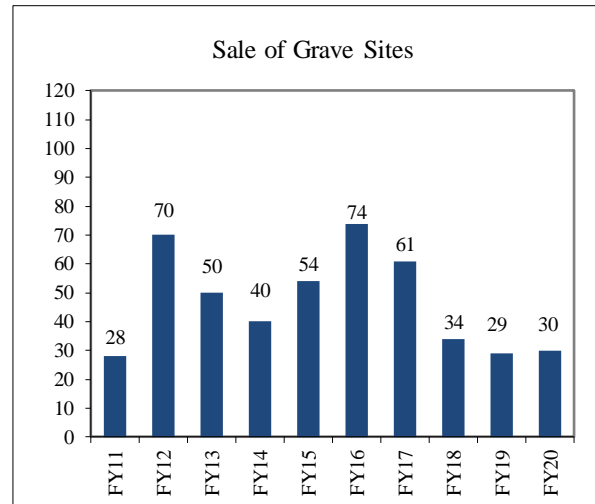
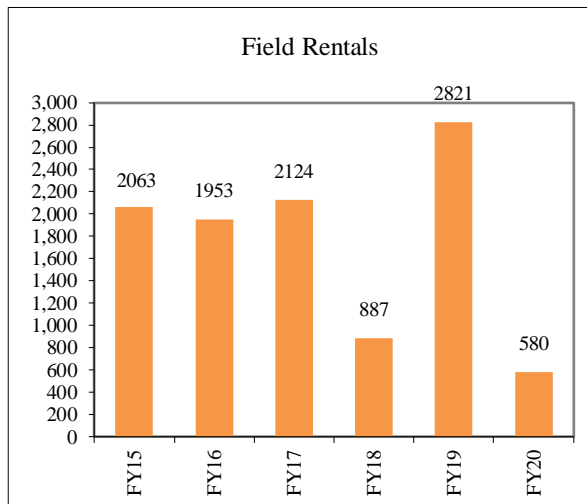
- Provide support to CIP vehicle purchases for all departments.
- Provide support to Highway snow removal operations.
- Continue to maintain over 250 vehicles/pieces of Town owned equipment

DIVISION: WATER

- To provide the highest quality drinking water that meets all State and Federal regulations for microbial contaminants, disinfection by-products, ozone by-products, metals, and volatile organic materials.
- Perform town wide sample collection and testing for compliance with EPA annual lead and copper program.
- Explore large water meter/commercial account expansion.
- Implement conservation activities and source water protection plans.
- Maintain the transmission infrastructure and continue the water main flushing program. The flushing program will continue to be conducted during the day or night when homeowners and businesses are least affected. The program will also continue to be done by zones to maximize cleaning while minimizing disruption to the system.
- Continue with the water main replacement program which primarily targets the elimination of unlined cast iron mains along with mains prone to breaks.
- Continuation of upgrade of electrical feeders and sub-stations at WTP.
- Replace GAC in filter units at WTP.
- Continue water service inventory, inspection, and replacement program.
- Evaluation and design of WTP SCADA system upgrade.
- Continue with engineering and design for Shawsheen Pump Station Upgrade
- Initiate design for Fish Brook Station Upgrade
- Prepare Risk and Resiliency Plan and Emergency Response Plan to meet American Water Infrastructure Act 2018.

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS PERFORMANCE STATISTICS



DEPARTMENT OF PUBLIC WORKS

	<u>FTE</u> <u>FY2019</u>	<u>FTE</u> <u>FY2020</u>	<u>FTE</u> <u>FY2021</u>	<u>REQ</u> <u>FY2022</u>	<u>TMREC</u> <u>FY2022</u>	<u>TMREC</u> <u>FY2022</u>
PUBLIC WORKS						
<u>DPW ADMINISTRATION</u>						
Director of Public Works	1.0	1.0	1.0	1.0	1.0	154,227
Business Manager (Moved to Business Office FY19)						
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	70,084
Unclassified						19,863
	2.0	2.0	2.0	2.0	2.0	244,174
<u>DPW/FACILITIES BUSINESS OFFICE</u>						
Business Manager	1.0	1.0	1.0	1.0	1.0	115,365
Facilities Coordinator	0.4	0.5	0.5	0.5	0.5	35,105
Office Assistant II	1.6	1.6	1.6	2.1	1.6	98,952
	3.0	3.1	3.1	3.6	3.1	249,422
<u>ENGINEERING</u>						
Town Engineer	1.0	1.0	1.0	1.0	1.0	117,293
Asst. Town Engineer	1.0	1.0	1.0	1.0	1.0	100,887
Construction Inspector (Senior Civil Engineer)	1.0	1.0	1.0	1.0	1.0	94,488
	3.0	3.0	3.0	3.0	3.0	312,668
<u>HIGHWAY</u>						
Assistant Director/Superintendent	1.0	1.0	1.0	1.0	1.0	125,223
General Foreman	1.0	1.0	1.0	1.0	1.0	107,101
Working Foreman	1.0	1.0	1.0	1.0	1.0	79,754
Maint/Craftsman	1.0	1.0	1.0	1.0	1.0	63,178
Equipment Operator II	7.0	7.0	7.0	7.0	7.0	431,878
Public Grounds Laborer			0.5	0.5	0.5	28,382
Equipment Operator I	4.0	4.0	4.0	4.0	4.0	230,066
	15.0	15.0	15.5	15.5	15.5	1,065,582
<u>FORESTRY</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	79,754
Tree Climber	3.0	3.0	3.0	3.0	3.0	177,218
	4.0	4.0	4.0	4.0	4.0	256,972
<u>SPRING GROVE CEMETERY</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	80,141
Grader/Equipment Operator II	1.0	1.0	1.0	1.0	1.0	62,112
Laborer II	1.0	1.0	1.0	1.0	1.0	60,308
	3.0	3.0	3.0	3.0	3.0	202,561
<u>PARKS & GROUNDS</u>						
Superintendent	1.0	1.0	1.0	1.0	1.0	115,137
Working Foreman	1.0	1.0	1.0	1.0	1.0	79,754
Equipment Operator II	1.0	1.0	1.0	1.0	1.0	62,112
Public Grounds Laborer			0.5	0.5	0.5	28,382
Laborer II	4.0	4.0	4.0	4.0	4.0	231,041
	7.0	7.0	7.5	7.5	7.5	516,426
<u>VEHICLE MAINTENANCE</u>						
Working Foreman	1.0	1.0	1.0	1.0	1.0	82,166
Emergency Vehicle Technician	1.0	1.0	1.0	1.0	1.0	79,710
Mechanic	2.0	2.0	2.0	2.0	2.0	144,087
	4.0	4.0	4.0	4.0	4.0	305,963
GEN. FUND TOTAL	41.0	41.1	42.1	42.6	42.1	3,153,768

DEPARTMENT OF PUBLIC WORKS

PUBLIC WORKS		FY2019	FY2020	FY2020	FY2022	FY2022
		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TM REC
DPW ADMINISTRATION						
	PERSONAL SERVICES	225,977	247,111	238,830	246,674	246,674
	OTHER EXPENSES	1,914	33,379	8,700	8,700	8,700
	TOTAL DPW ADMINISTRATION	227,891	280,490	227,891	255,374	255,374
DPW/FACILITIES BUSINESS OFFICE						
	PERSONAL SERVICES	237,782	260,024	270,451	320,922	272,922
	OTHER EXPENSES	7,880	9,771	17,150	24,550	24,550
	TOTAL DPW/FACILITIES BUSINESS OFFICE	245,662	269,795	287,601	345,472	297,472
DPW ENGINEERING						
	PERSONAL SERVICES	238,054	287,096	320,476	322,668	322,668
	OTHER EXPENSES	37,128	9,228	91,050	130,350	103,050
	TOTAL ENGINEERING	275,182	296,324	411,526	453,018	425,718
DPW HIGHWAY						
	PERSONAL SERVICES	1,064,822	1,145,784	1,203,223	1,239,932	1,227,432
	OTHER EXPENSES	675,211	523,717	521,900	523,400	523,400
	TOTAL HIGHWAY	1,740,033	1,669,501	1,725,123	1,763,332	1,750,832
DPW SNOW & ICE						
	PERSONAL SERVICES	283,510	322,395	198,000	198,000	198,000
	OTHER EXPENSES	978,530	1,032,010	1,049,000	1,049,000	1,049,000
	TOTAL SNOW & ICE	1,262,040	1,354,405	1,247,000	1,247,000	1,247,000
DPW SOLID WASTE						
	PERSONAL SERVICES	9,230	8,423	7,400	8,510	8,510
	OTHER EXPENSES	2,437,704	3,092,816	3,146,904	3,684,287	3,454,287
	TOTAL SOLID WASTE	2,446,934	3,101,239	2,446,934	3,692,797	3,462,797
DPW FORESTRY						
	PERSONAL SERVICES	249,823	313,561	290,042	322,972	302,972
	OTHER EXPENSES	70,465	64,361	108,250	121,150	111,150
	TOTAL FORESTRY	320,288	377,922	398,292	444,122	414,122
DPW SPRING GROVE CEMETERY						
	PERSONAL SERVICES	211,780	219,137	221,262	232,212	232,212
	OTHER EXPENSES	37,837	24,258	44,945	44,645	44,645
	FROM SALE OF SERVICE	(77,589)	(58,964)	(60,000)	(60,000)	(60,000)
	TOTAL SPRING GROVE CEMETERY	172,028	184,431	172,028	216,857	216,857
DPW PARKS & GROUNDS						
	PERSONAL SERVICES	533,077	569,209	621,232	652,425	645,725
	OTHER EXPENSES	85,851	137,710	146,850	147,850	142,850
	TOTAL PARKS & GROUNDS	618,928	706,919	768,082	800,275	788,575
DPW VEHICLE MAINTENANCE						
	PERSONAL SERVICES	326,615	347,163	349,462	361,463	357,463
	OTHER EXPENSES	499,402	366,383	501,200	460,200	460,200
	TOTAL VEHICLE MAINTENANCE	826,017	713,546	850,662	821,663	817,663
TOTAL DPW						
	SALARIES	3,380,670	3,719,903	3,720,378	3,905,778	3,814,578
	EXPENSES	4,831,922	5,293,633	5,635,949	6,194,132	5,921,832
		8,212,592	9,013,536	9,356,327	10,099,910	9,736,410
	FROM SALE OF SERVICE	(77,589)	(58,964)	(60,000)	(60,000)	(60,000)
	TOTAL DPW	8,135,003	8,954,572	9,296,327	10,039,910	9,676,410

DEPARTMENT OF PUBLIC WORKS

DPW ADMINISTRATION			FY2019	FY2020	FY2021	FY2022	FY2022
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014211	DPW ADMINISTRATION SALARIES						
	5110	REG WAGES	\$220,771	\$237,547	\$236,330	\$244,174	\$244,174
	5120	OVERTIME	\$1,661	\$3,848	\$2,500	\$2,500	\$2,500
	5130	PART-TIME	\$3,545	\$5,351	\$0	\$0	\$0
	5187	RETRO WAGES	\$0	\$365	\$0	\$0	\$0
	SUBTOTAL		\$225,977	\$247,111	\$238,830	\$246,674	\$246,674
014212	DPW ADMINISTRATION EXPENSES						
	5294	CLOTHING ALLOWANCE	\$0	\$0	\$150	\$150	\$150
	5255	SOFTWARE SUPPORT	\$0	\$480	\$1,000	\$1,000	\$1,000
	5295	OTHR SVCS	\$0	\$0	\$500	\$500	\$500
	5406	UNIFORMS	\$0	\$26,410	\$2,550	\$2,550	\$2,550
	5715	PROFESSIONAL DEVELOPMENT	\$504	\$1,960	\$1,000	\$1,000	\$1,000
	5710	TRAVEL	\$1,410	\$4,529	\$3,500	\$1,000	\$1,000
	5720	TRAVEL OUT OF STATE	\$0	\$0	\$0	\$2,500	\$2,500
	5770	CUSTODIAL SERVICES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL		\$1,914	\$33,379	\$8,700	\$8,700	\$8,700
	TOTAL DPW ADMINISTRATION		\$227,891	\$280,490	\$247,530	\$255,374	\$255,374

DPW/FACILITIES BUSINESS OFFICE			FY2019	FY2020	FY2021	FY2022	FY2022
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014201	DPW/FACILITIES BUSINESS OFFICE SALARIES						
	5110	REG WAGES	\$107,893	\$110,499	\$113,103	\$115,365	\$115,365
		REG WAGES - NEW FTE	\$0	\$0	\$0	\$45,000	\$0
	5120	OVERTIME	\$667	\$540	\$5,000	\$5,000	\$2,000
	5130	PART-TIME	\$125,227	\$132,999	\$130,848	\$134,057	\$134,057
	5140	SEASONAL	\$3,995	\$14,639	\$20,000	\$20,000	\$20,000
	5152	SPECIAL EVENT OVERTIME	\$0	\$0	\$1,500	\$1,500	\$1,500
	5187	RETRO WAGES	\$0	\$1,347	\$0	\$0	\$0
	SUBTOTAL		\$237,782	\$260,024	\$270,451	\$320,922	\$272,922
014202	DPW/FACILITIES BUSINESS OFFICE EXPENSES						
	5255	SOFTWARE SUPPORT	\$7,558	\$7,443	\$15,000	\$21,400	\$21,400
	5294	CLOTHING ALLOWANCE	\$0	\$0	\$150	\$150	\$150
	5710	TRAVEL	\$0	\$18	\$0	\$0	\$0
	5715	PROFESSIONAL DEVELOPMENT	\$322	\$2,310	\$2,000	\$3,000	\$3,000
	SUBTOTAL		\$7,880	\$9,771	\$17,150	\$24,550	\$24,550
	TOTAL DPW/FACILITIES BUSINESS OFF		\$245,662	\$269,795	\$287,601	\$345,472	\$297,472

DEPARTMENT OF PUBLIC WORKS

DPW ENGINEERING PUBLIC WORKS			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
014101	ENGINEERING SALARIES						
	5110	REG WAGES	\$224,548	\$271,531	\$310,476	\$312,668	\$312,668
	5120	OVERTIME	\$180	\$0	\$0	\$0	\$0
	5140	SEASONAL	\$13,326	\$14,365	\$10,000	\$10,000	\$10,000
	5187	RETRO WAGES	\$0	\$1,200	\$0	\$0	\$0
	SUBTOTAL		\$238,054	\$287,096	\$320,476	\$322,668	\$322,668
014102	ENGINEERING EXPENSES						
	5282	REP-OFFICE EQUIP	\$0	\$676	\$2,750	\$2,750	\$2,750
	5294	CLOTHING ALLOWANCE	\$700	\$583	\$750	\$750	\$750
	5295	OTHR SVCS	\$9,500	\$0	\$700	\$700	\$700
	5298	STORM WATER MGMT	\$18,750	\$2,500	\$70,000	\$107,300	\$80,000
	5310	OFFICE SUP	\$2,509	\$2,639	\$2,000	\$2,000	\$2,000
	5380	MIN APPARATUS/TOOLS	\$0	\$146	\$1,500	\$1,500	\$1,500
	5395	OTH COMM	\$3,355	\$153	\$10,650	\$10,650	\$10,650
	5504	TECHNOLOGY	\$0	\$1,987	\$0	\$0	\$0
	5710	TRAVEL	\$0	\$0	\$300	\$300	\$300
	5715	PROF DEV	\$2,259	\$229	\$2,000	\$4,000	\$4,000
	5730	DUES/SUBSCRIPTIONS	\$55	\$315	\$400	\$400	\$400
	SUBTOTAL		\$37,128	\$9,228	\$91,050	\$130,350	\$103,050
	TOTAL ENGINEERING		\$275,182	\$296,324	\$411,526	\$453,018	\$425,718

DPW HIGHWAY PUBLIC WORKS			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
014221	HIGHWAY SALARIES						
	5110	REG WAGES	\$919,187	\$987,699	\$1,052,723	\$1,067,982	\$1,067,982
	5120	OVERTIME	\$134,288	\$133,582	\$125,000	\$143,750	\$131,250
	5140	SEASONAL	\$3,227	\$2,064	\$7,500	\$7,500	\$7,500
	5152	SPECIAL EVENT OVERTIME	\$8,120	\$21,276	\$18,000	\$20,700	\$20,700
	5187	RETRO WAGES	\$0	\$1,163	\$0	\$0	\$0
	SUBTOTAL		\$1,064,822	\$1,145,784	\$1,203,223	\$1,239,932	\$1,227,432
014222	HIGHWAY DEPT EXPENSES						
	5220	TELEPHONE	\$6,520	\$7,971	\$10,000	\$10,000	\$10,000
	5268	PROFESSIONAL SERVICES LOSS CTR	\$0	\$0	\$0	\$0	\$0
	5291	EQUIPMENT RENTAL	\$7,995	\$0	\$15,000	\$15,000	\$15,000
	5294	CLOTHING ALLOWANCE	\$4,686	\$5,292	\$6,300	\$6,300	\$6,300
	5295	OTHR SVCS	\$141,015	\$145,500	\$175,000	\$175,000	\$175,000
	5310	OFFICE SUP	\$1,515	\$5,803	\$1,500	\$1,500	\$1,500
	5330	SUPPLIES/BUILDING	\$42,494	\$26,485	\$20,000	\$20,000	\$20,000
	5355	AUTOMOTIVE FUEL	\$66,596	\$59,170	\$68,000	\$68,000	\$68,000
	5360	REP/PARTS/EQUIP	\$6,927	\$5,858	\$10,000	\$10,000	\$10,000
	5370	SUPPLIES CONSTRUCTION	\$164,001	\$104,003	\$175,000	\$175,000	\$175,000
	5395	OTHER COMMODITIES	\$5,119	\$1,480	\$2,500	\$2,500	\$2,500
	5410	MACHINERY/EQUIP	\$1,600	\$12,919	\$18,500	\$18,500	\$18,500
	5710	TRAVEL	\$102	\$274	\$600	\$600	\$600
	5715	PROFESSIONAL DEVELOPMENT	\$250	\$2,092	\$5,000	\$6,500	\$6,500
	5716	LICENSES & CONTINUING ED	\$1,364	\$1,579	\$2,500	\$2,500	\$2,500
	5730	DUES/SUBSCRIPTIONS	\$0	\$650	\$1,000	\$1,000	\$1,000
	5490	STORM RECOVERY	\$7,699	\$10,518	\$11,000	\$11,000	\$11,000
	5733	MUNICIPAL SERVICES FACILITY	\$217,328	\$134,123	\$0	\$0	\$0
	SUBTOTAL		\$675,211	\$523,717	\$521,900	\$523,400	\$523,400
	TOTAL HIGHWAY		\$1,740,033	\$1,669,501	\$1,725,123	\$1,763,332	\$1,750,832

DEPARTMENT OF PUBLIC WORKS

DPW SNOW & ICE PUBLIC WORKS			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
014231	SNOW & ICE SALARIES						
	5120	SNOW OT	\$283,510	\$322,395	\$198,000	\$198,000	\$198,000
	SUBTOTAL		\$283,510	\$322,395	\$198,000	\$198,000	\$198,000
014232	SNOW & ICE EXPENSES						
	5374	SNOW & ICE MAINT	\$669,262	\$824,296	\$835,000	\$835,000	\$835,000
	5375	ROAD SALT	\$309,268	\$207,671	\$212,000	\$212,000	\$212,000
	5376	SAND	\$0	\$43	\$2,000	\$2,000	\$2,000
	SUBTOTAL		\$978,530	\$1,032,010	\$1,049,000	\$1,049,000	\$1,049,000
	TOTAL SNOW & ICE		\$1,262,040	\$1,354,405	\$1,247,000	\$1,247,000	\$1,247,000

DPW SOLID WASTE PUBLIC WORKS			FY2019 ACTUAL	FY2020 ACTUAL	FY2021 BUDGET	FY2022 DEPT REQ	FY2022 TOWN MGR
014331	SOLID WASTE SALARIES						
	5120	OVERTIME	\$9,230	\$8,423	\$7,400	\$8,510	\$8,510
	5187	RETRO WAGES	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL		\$9,230	\$8,423	\$7,400	\$8,510	\$8,510
014332	SOLID WASTE EXPENSES						
	5250	ADVERTISING	\$770	\$0	\$0	\$0	\$0
	5270	PRINTING	\$0	\$66	\$0	\$0	\$0
	5295	OTHR SVCS	\$1,715,391	\$1,967,711	\$1,953,069	\$2,156,124	\$2,156,124
	5297	RECYCLING SERVICES	\$682,222	\$1,055,715	\$1,154,335	\$1,258,663	\$1,258,663
	5299	COMPOSTING PROGRAM	\$39,321	\$68,924	\$39,000	\$69,000	\$39,000
		MATERIALS DISPOSAL	\$0	\$0	\$0	\$200,000	\$0
	5360	REPAIR PARTS/EQUIP	\$0	\$400	\$500	\$500	\$500
	SUBTOTAL		\$2,437,704	\$3,092,816	\$3,146,904	\$3,684,287	\$3,454,287
	TOTAL SOLID WASTE		\$2,446,934	\$3,101,239	\$3,154,304	\$3,692,797	\$3,462,797

DEPARTMENT OF PUBLIC WORKS

DPW FORESTRY			FY2019	FY2020	FY2021	FY2022	FY2022
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014251	FORESTRY SALARIES						
	5110	REG WAGES	\$219,290	\$237,488	\$254,042	\$256,972	\$256,972
	5120	OVERTIME	\$26,237	\$72,499	\$30,000	\$60,000	\$40,000
	5140	SEASONAL - BALD HILL	\$4,296	\$3,574	\$6,000	\$6,000	\$6,000
	5187	RETRO WAGES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL		\$249,823	\$313,561	\$290,042	\$322,972	\$302,972
014252	FORESTRY EXPENSES						
	5220	TELEPHONE	\$2,481	\$2,197	\$2,000	\$2,000	\$2,000
	5250	ADVERTISING	\$537	\$188	\$500	\$500	\$500
	5285	REP/OTHER EQUIP	\$0	\$0	\$1,000	\$1,000	\$1,000
	5294	CLOTHING ALLOWANCE	\$1,418	\$1,977	\$2,000	\$2,000	\$2,000
	5295	OTHR SVCS	\$50,992	\$30,460	\$50,000	\$50,000	\$50,000
	5297	LEAF REMOVAL	\$0	\$0	\$20,000	\$30,000	\$20,000
	5330	OPER SUPPLIES	\$6,307	\$6,569	\$4,000	\$4,000	\$4,000
	5355	AUTOMOTIVE FUEL	\$0	\$12,420	\$11,000	\$13,000	\$13,000
	5360	REP/PARTS/EQUIP	\$2,497	\$4,058	\$2,000	\$2,000	\$2,000
	5410	MACHINERY/EQUIP	\$4,270	\$3,209	\$2,000	\$2,000	\$2,000
	5710	TRAVEL	\$6	\$1	\$150	\$150	\$150
	5715	PROFESSIONAL DEV	\$299	\$650	\$1,600	\$2,500	\$2,500
	5716	LICENSES & CONTINUING ED	\$0	\$0	\$1,500	\$1,500	\$1,500
	5730	DUES/SUBSCRIPTIONS	\$1,448	\$514	\$500	\$500	\$500
	5780	STREET/TREE REPLANTING	<u>\$210</u>	<u>\$2,118</u>	<u>\$10,000</u>	<u>\$10,000</u>	<u>\$10,000</u>
	SUBTOTAL		<u>\$70,465</u>	<u>\$64,361</u>	<u>\$108,250</u>	<u>\$121,150</u>	<u>\$111,150</u>
	TOTAL FORESTRY		\$320,288	\$377,922	\$398,292	\$444,122	\$414,122

DPW SPRING GROVE CEMETERY			FY2019	FY2020	FY2021	FY2022	FY2022
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014271	SPRING GROVE CEMETERY SALARIES						
	5110	REG WAGES	\$185,120	\$190,637	\$194,762	\$202,562	\$202,562
	5120	OVERTIME	\$20,333	\$28,500	\$21,000	\$24,150	\$24,150
	5140	SEASONAL WAGES	<u>\$6,327</u>	<u>\$0</u>	<u>\$5,500</u>	<u>\$5,500</u>	<u>\$5,500</u>
	SUBTOTAL		\$211,780	\$219,137	\$221,262	\$232,212	\$232,212
014272	SPRING GROVE CEMETERY EXPENSES						
	5211	ELECTRICITY	\$2,546	\$1,288	\$2,600	\$2,600	\$2,600
	5220	TELEPHONE	\$277	\$280	\$400	\$400	\$400
	5285	REP/OTHER EQUIP	\$0	\$0	\$600	\$600	\$600
	5294	CLOTHING ALLOWANCE	\$1,510	\$1,477	\$1,500	\$1,500	\$1,500
	5295	OTHR SVCS	\$8,538	\$51	\$10,000	\$10,000	\$10,000
	5330	OPERATING SUPPLIES	\$3,330	\$3,154	\$5,000	\$5,000	\$5,000
	5335	FUEL OIL	\$10,448	\$10,599	\$8,000	\$8,000	\$8,000
	5355	AUTOMOTIVE FUEL	\$0	\$5,413	\$7,300	\$7,000	\$7,000
	5360	REP/PARTS/EQUIP	\$459	\$142	\$2,000	\$2,000	\$2,000
	5410	MACHINERY/EQUIP	\$10,610	\$1,575	\$6,700	\$6,700	\$6,700
	5710	TRAVEL	\$0	\$0	\$100	\$100	\$100
	5715	PROFESSIONAL DEV	\$119	\$219	\$500	\$500	\$500
	5730	DUES/SUBSCRIPTIONS	<u>\$0</u>	<u>\$60</u>	<u>\$245</u>	<u>\$245</u>	<u>\$245</u>
	SUBTOTAL		\$37,837	\$24,258	\$44,945	\$44,645	\$44,645
014272	SPRING GROVE CEMETERY EXPENSES						
	5811	FROM SALE OF SERVICE	<u>\$ (77,589)</u>	<u>\$ (58,964)</u>	<u>\$ (60,000)</u>	<u>\$ (60,000)</u>	<u>\$ (60,000)</u>
	SUBTOTAL		<u>\$ (77,589)</u>	<u>\$ (58,964)</u>	<u>\$ (60,000)</u>	<u>\$ (60,000)</u>	<u>\$ (60,000)</u>
	TOTAL SPRING GROVE CEMETERY		\$172,028	\$184,431	\$206,207	\$216,857	\$216,857

DEPARTMENT OF PUBLIC WORKS

DPW PARKS & GROUNDS			FY2019	FY2020	FY2021	FY2022	FY2022
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014261	PARKS & GROUNDS SALARIES						
	5110	REG WAGES	\$443,972	\$462,147	\$501,232	\$516,425	\$516,425
	5120	OVERTIME	\$54,654	\$71,543	\$70,000	\$80,000	\$73,300
	5140	SEASONAL	\$29,610	\$33,690	\$40,000	\$40,000	\$40,000
	5152	SPECIAL EVENT OVERTIME	\$4,841	\$1,228	\$10,000	\$16,000	\$16,000
	5187	RETRO WAGES	\$0	\$601	\$0	\$0	\$0
	SUBTOTAL		\$533,077	\$569,209	\$621,232	\$652,425	\$645,725
014262	PARKS & GROUNDS EXPENSES						
	5230	FIELDS REVOLVING SUPPORT	\$0	\$0	\$12,000	\$12,000	\$12,000
	5285	REP/OTHER EQUIP	\$236	\$800	\$3,000	\$3,000	\$3,000
	5294	CLOTHING ALLOWANCE	\$3,156	\$2,806	\$3,150	\$3,150	\$3,150
	5295	OTHR SVCS	\$16,240	\$58,209	\$19,000	\$19,000	\$19,000
	5330	OPERATING SUPPLIES	\$18,064	\$15,309	\$23,000	\$23,000	\$23,000
	5331	PLAYGROUND SUPPLIES	\$27	\$0	\$5,000	\$5,000	\$5,000
		DOWNTOWN MAINTENANCE	\$0	\$0	\$15,000	\$15,000	\$15,000
	5355	AUTOMOTIVE FUEL	\$0	\$15,428	\$15,000	\$16,000	\$16,000
	5360	REP/PARTS/EQUIP	\$29,781	\$31,570	\$15,000	\$15,000	\$15,000
	5410	MACHINERY/EQUIP	\$1,340	\$1,158	\$20,000	\$20,000	\$20,000
	5490	EVENTS	\$15,289	\$11,446	\$15,000	\$15,000	\$10,000
	5710	TRAVEL	\$0	\$0	\$100	\$100	\$100
	5715	PROFESSIONAL DEV	\$1,593	\$984	\$1,000	\$1,000	\$1,000
	5716	LICENSES & CONTINUING ED	\$125	\$0	\$200	\$200	\$200
	5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$400	\$400	\$400
	SUBTOTAL		\$85,851	\$137,710	\$146,850	\$147,850	\$142,850
	TOTAL PARKS & GROUNDS		\$618,928	\$706,919	\$768,082	\$800,275	\$788,575

DPW VEHICLE MAINTENANCE			FY2019	FY2020	FY2021	FY2022	FY2022
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
014281	VEHICLE MAINT SALARIES						
	5110	REG WAGES	\$282,183	\$296,378	\$299,962	\$305,963	\$305,963
	5120	OVERTIME	\$44,432	\$50,785	\$40,000	\$46,000	\$42,000
	5140	SEASONAL	\$0	\$0	\$9,500	\$9,500	\$9,500
	SUBTOTAL		\$326,615	\$347,163	\$349,462	\$361,463	\$357,463
014282	VEHICLE MAINT EXPENSES						
	5220	TELEPHONE	\$81	\$0	\$0	\$0	\$0
	5283	REP-VHCLS	\$32,317	\$8,614	\$30,000	\$30,000	\$30,000
	5285	REPAIRS/OTHER EQUIP	\$19,345	\$1,522	\$5,000	\$5,000	\$5,000
	5293	UNIFORM RENTAL	\$3,379	\$443	\$4,500	\$4,500	\$4,500
	5294	CLOTHING ALLOWANCE	\$1,899	\$4,936	\$2,000	\$2,000	\$2,000
	5295	OTHR SVCS	\$22,089	\$0	\$0	\$0	\$0
	5330	OPERATING SUPPLIES	\$0	\$417	\$700	\$700	\$700
	5355	AUTO FUEL	\$53,891	\$36,553	\$65,000	\$20,000	\$20,000
	5360	REPAIR/PARTS/EQUIP	\$76,780	\$65,486	\$65,800	\$65,800	\$65,800
	5361	OPER SUPPLIES/POLICE	\$35,060	\$31,185	\$45,000	\$45,000	\$45,000
	5362	OPER SUPPLIES/FIRE	\$111,691	\$105,975	\$135,000	\$135,000	\$135,000
	5363	DPW VEHICLES	\$95,266	\$95,726	\$134,200	\$134,200	\$134,200
	5380	MIN APPARATUS/TOOLS	\$4,932	\$8,078	\$8,000	\$8,000	\$8,000
	5430	OTH EQUIP	\$41,444	\$7,348	\$2,000	\$5,000	\$5,000
	5710	TRAVEL	\$33	\$0	\$500	\$500	\$500
	5715	PROFESSIONAL DEV	\$900	\$0	\$1,000	\$2,000	\$2,000
	5716	LICENSES & CONTINUING ED	\$140	\$100	\$2,000	\$2,000	\$2,000
	5730	DUES/SUBSCRIPTIONS	\$155	\$0	\$500	\$500	\$500
	SUBTOTAL		\$499,402	\$366,383	\$501,200	\$460,200	\$460,200
	TOTAL VEHICLE MAINTENANCE		\$826,017	\$713,546	\$850,662	\$821,663	\$817,663

DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

<u>Position Classification</u>	<u>FTE FY2019</u>	<u>FTE FY2020</u>	<u>FTE FY2021</u>	<u>REQ FY2022</u>	<u>TMREC FY2022</u>	<u>TMREC FY2022</u>
SEWER						
Projects Engineer Coordinator	1.0	1.0	1.0	1.0	1.0	88,085
GIS Coordinator *						21,036
Office Assistant III (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	59,544
Working Foreman	1.0	1.0	1.0	1.0	1.0	80,139
Licensed Maintenance	1.0	1.0	1.0	1.0	1.0	66,056
SEWER TOTAL	4.0	4.0	4.0	4.0	4.0	314,860

<u>Position Classification</u>	<u>FTE FY2019</u>	<u>FTE FY2020</u>	<u>FTE FY2021</u>	<u>REQ FY2022</u>	<u>TMREC FY2022</u>	<u>TMREC FY2022</u>
WATER						
Superintendent-Water Treatment Plant	1.0	1.0	1.0	1.0	1.0	118,320
Water Dist & Waste Collection Supervisor	1.0	1.0	1.0	1.0	1.0	115,925
General Foreman- Distribution	1.0	1.0	1.0	1.0	1.0	107,101
GIS Coordinator *						21,036
Lab Dir/Environmental Compliance Coord	1.0	1.0	1.0	1.0	1.0	103,408
Chemist	1.0	1.0	1.0	1.0	1.0	85,268
Civil Engineer	1.0	1.0	1.0			
Junior Civil Engineer				1.0	1.0	68,309
W&S Account Supervisor (in T/C's Office)	1.0	1.0	1.0	1.0	1.0	63,709
Office Assistant III	2.0	2.0	2.0	2.0	2.0	124,518
WTF Operator	6.0	6.0	7.0	9.0	7.0	516,399
Jr WTF Operator		1.0				
WTF Station OIT	1.0			1.0		
Licensed Maintenance/Grd Eq Op II	3.0	3.0	3.0	3.0	3.0	196,569
Equip Operator II	1.0	1.0				
Maintenance Specialist	1.0	1.0	1.0	1.0	1.0	58,645
Maintenance Specialist			1.0	1.0	1.0	63,466
Water Meter Reader	1.0	1.0	1.0	1.0	1.0	60,962
Custodian	1.0	1.0	1.0	1.0	1.0	56,916
WTP Foreman Stipend						4,386
WATER TOTAL	23.0	23.0	23.0	26.0	23.0	1,764,937

* - Salary allocated .2 to Sewer, .2 Water, .6 General Fund (IT)

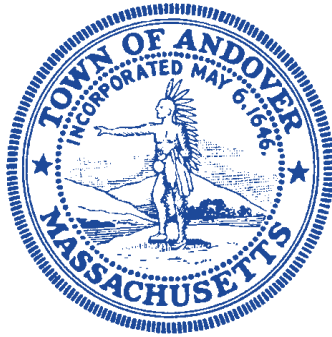
DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

SEWER ENTERPRISE FUND			FY2019	FY2020	FY2021	FY2022	FY2022
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
70001	SEWER ENTERPRISE FUND SALARIES						
	5110	REGULAR WAGES	\$229,542	\$236,693	\$311,903	\$315,662	\$315,662
	5120	OVERTIME	\$24,624	\$33,252	\$35,000	\$40,250	\$40,250
	5187	RETRO WAGES	\$0	\$434	\$0	\$0	\$0
	SUBTOTAL		\$254,166	\$270,379	\$346,903	\$355,912	\$355,912
70002	SEWER ENTERPRISE FUND EXPENSES						
	5211	ELECTRICITY	\$112,983	\$99,593	\$105,000	\$120,750	\$120,750
	5213	NATURAL GAS	\$222	\$680	\$8,000	\$8,000	\$8,000
	5220	TELEPHONE	\$2,013	\$2,187	\$2,500	\$2,500	\$2,500
	5225	POSTAGE	\$10,684	\$11,122	\$13,200	\$13,200	\$13,200
	5270	PRINTING	\$3,767	\$3,781	\$6,000	\$6,000	\$6,000
	5294	CLOTHING ALLOWANCE	\$800	\$800	\$1,000	\$1,000	\$1,000
	5295	OTHR SVCS	\$113,851	\$88,377	\$150,000	\$150,000	\$150,000
	5323	CHEMICALS	\$0	\$0	\$9,000	\$9,000	\$9,000
	5330	SUPPLIES/BUILDING	\$4,667	\$0	\$4,000	\$4,000	\$4,000
	5335	FUEL OIL	\$2,930	\$2,757	\$8,000	\$8,000	\$8,000
	5360	REPAIR PARTS/EQUIP	\$24,161	\$9,413	\$25,000	\$25,000	\$25,000
	5380	MIN APPARATUS/TOOLS	\$0	\$0	\$600	\$600	\$600
	5410	MACHINERY/EQUIP	\$23,367	\$7,559	\$50,000	\$50,000	\$50,000
	5500	GIS	\$21,000	\$3,000	\$10,000	\$10,000	\$10,000
	5504	TECHNOLOGY	\$0	\$7,472	\$15,000	\$15,000	\$15,000
	5600	GTR LAWRENCE SANITARY	\$1,970,003	\$2,013,196	\$2,346,276	\$2,378,799	\$2,378,799
	5703	INSURANCE DEDUCTIBLE	\$15,000	\$14,362	\$20,000	\$20,000	\$20,000
	5753	MUNICIPAL SERVICES FACILITY	\$2,000	\$22,841	\$0	\$0	\$0
	5715	PROF DEV	\$0	\$0	\$0	\$0	\$0
	5950	OPEB	\$65,000	\$66,625	\$68,500	\$24,432	\$24,432
	SUBTOTAL		\$2,372,448	\$2,353,765	\$2,842,076	\$2,846,281	\$2,846,281
	SEWER DEBT SERVICE						
	5743	SEWER PRINCIPAL	\$0	\$0	\$0	\$1,813,700	\$1,813,700
	57431	SEWER INTEREST	\$0	\$0	\$0	\$276,786	\$276,786
	SUBTOTAL		\$0	\$0	\$0	\$2,090,486	\$2,090,486
	TOTAL SEWER ENTERPRISE FUND		\$2,626,614	\$2,624,144	\$3,188,979	\$5,292,679	\$5,292,679

DEPARTMENT OF PUBLIC WORKS - WATER AND SEWER

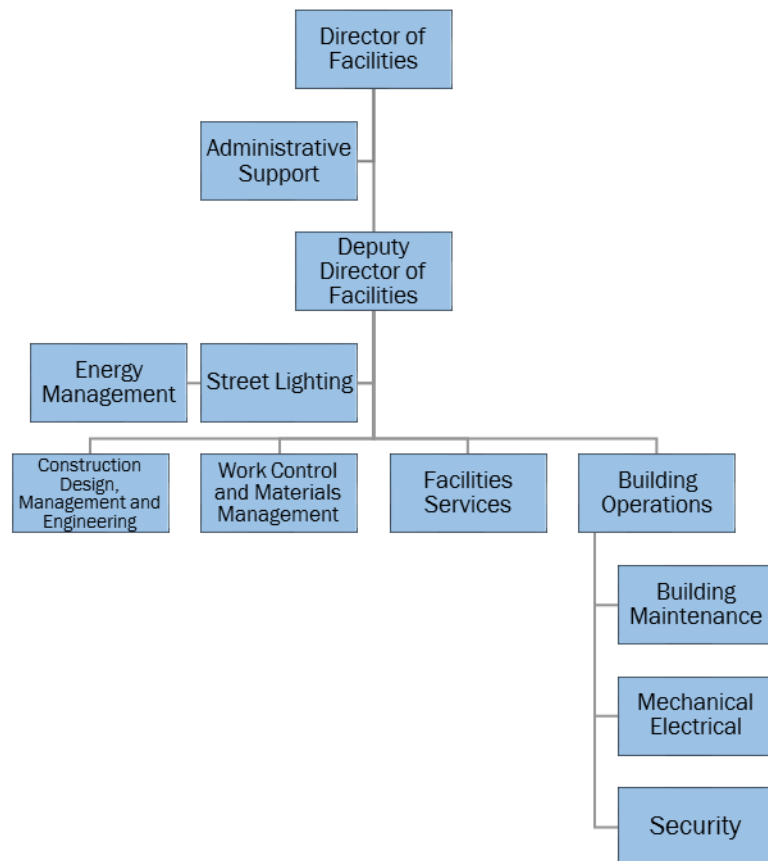
WATER ENTERPRISE FUND			FY2019	FY2020	FY2021	FY2022	FY2022
PUBLIC WORKS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
71001	WATER ENTERPRISE FUND SALARIES						
	5110	REGULAR WAGES	\$1,593,289	\$1,690,573	\$1,733,805	\$1,768,139	\$1,768,139
		NEW POSITIONS	\$0	\$0	\$0	\$200,000	\$0
	5120	OVERTIME	\$418,686	\$515,657	\$400,000	\$525,000	\$525,000
	5130	PART-TIME	\$3,450	\$12,878	\$0	\$0	\$0
	5140	SEASONAL	\$0	\$1,556	\$45,000	\$45,000	\$45,000
	5187	RETRO WAGES	\$0	\$4,167	\$0	\$0	\$0
	SUBTOTAL		\$2,015,425	\$2,224,831	\$2,178,805	\$2,538,139	\$2,338,139
71002	WATER ENTERPRISE FUND EXPENSES						
	5211	ELECTRICITY	\$1,007,277	\$1,140,209	\$1,076,250	\$1,291,500	\$1,291,500
	5213	NATURAL GAS/OIL	\$42,750	\$53,116	\$70,000	\$70,000	\$70,000
	5220	TELEPHONE	\$38,068	\$44,062	\$50,000	\$50,000	\$50,000
	5225	POSTAGE	\$10,698	\$11,122	\$13,200	\$13,200	\$13,200
	5250	ADVERTISING	\$2,226	\$849	\$1,000	\$1,000	\$1,000
	5268	PROFESSIONAL SERVICES	\$105	\$0	\$75,000	\$75,000	\$75,000
	5270	PRINTING	\$11,313	\$11,770	\$11,000	\$11,000	\$11,000
	5285	MAINT REP/OTHER EQUIP	\$231,262	\$177,730	\$245,000	\$294,000	\$294,000
	5294	CLOTHING ALLOWANCE	\$5,735	\$5,690	\$8,550	\$8,550	\$8,550
	5295	OTHR SVCS	\$513,118	\$566,899	\$275,000	\$343,750	\$343,750
	5310	OFFICE SUPPLIES	\$9,895	\$12,526	\$12,000	\$12,000	\$12,000
	5323	CHEMICALS	\$455,528	\$524,088	\$450,000	\$540,000	\$540,000
	5324	WATER LAB SUPP/EQUIP	\$102,251	\$112,030	\$125,000	\$125,000	\$125,000
	5325	WATER CONSERVATION	\$9,686	\$1,214	\$10,000	\$10,000	\$10,000
	5330	SUPPLIES/BUILDING	\$51,860	\$21,556	\$17,000	\$17,000	\$17,000
	5335	FUEL OIL	\$8,664	\$9,394	\$10,000	\$12,000	\$12,000
	5350	SUPPLIES/EQUIPMENT	\$159,794	\$74,172	\$175,000	\$175,000	\$175,000
	5355	AUTOMOTIVE FUEL	\$29,530	\$25,489	\$40,000	\$40,000	\$40,000
	5360	REPAIR PARTS/EQUIP	\$91,621	\$66,435	\$150,000	\$157,500	\$157,500
	5364	REPAIRS/WATER VEHICLES	\$39,559	\$23,942	\$50,000	\$50,000	\$50,000
	5380	MIN APPARATUS/TOOLS	\$1,550	\$0	\$5,000	\$5,000	\$5,000
	5395	OTHER COMMODITIES	\$18,699	\$40,796	\$40,000	\$40,000	\$40,000
	5410	MACHINERY/EQUIP	\$10,328	\$1,100	\$20,000	\$20,000	\$20,000
	5500	GIS	\$587	\$0	\$15,000	\$15,000	\$15,000
	5504	TECHNOLOGY	\$0	\$7,472	\$0	\$0	\$0
	5710	TRAVEL IN-STATE	\$2,400	\$59	\$1,000	\$1,000	\$1,000
	5715	PROFESSIONAL DEVELOPMENT	\$14,145	\$4,156	\$10,000	\$10,000	\$10,000
	5716	LICENSES/CEU'S	\$222	\$1,744	\$10,000	\$10,000	\$10,000
	5730	DUES/SUBSCRIPTIONS	\$7,688	\$4,959	\$16,000	\$16,000	\$16,000
	5753	MUNICIPAL SERVICES FACILITY	\$9,298	\$45,379	\$0	\$0	\$0
		MCWT ADMIN FEE	\$0	\$0	\$0	\$29,950	\$29,950
	5954	EMERGENCY REPAIRS	\$0	\$0	\$0	\$0	\$0
	5950	OPEB	\$330,000	\$334,950	\$342,000	\$91,543	\$91,543
	SUBTOTAL		\$3,215,857	\$3,322,908	\$3,323,000	\$3,534,993	\$3,534,993
	WATER ENTERPRISE FUND DEBT SERVICE *						
	5742	WATER PRINCIPAL	\$0	\$0	\$0	\$2,357,163	\$2,357,163
	57421	WATER INTEREST	\$0	\$0	\$0	\$855,572	\$855,572
	573202	WATER SHORT-TERM INTEREST	\$0	\$0	\$0	\$35,000	\$35,000
	SUBTOTAL		\$0	\$0	\$0	\$3,247,735	\$3,247,735
	TOTAL WATER ENTERPRISE FUND		\$5,231,282	\$5,547,739	\$5,501,805	\$9,320,867	\$9,120,867

DEPARTMENT OF FACILITIES



Mission Statement

To provide a responsive, well-planned and cost effective maintenance operation and capital improvement program for all Town and School buildings, and building systems.



DEPARTMENT OF FACILITIES

Department Description

The Department of Facilities oversees the facilities management, maintenance and construction responsibilities for all Town and School buildings, traffic lights, streetlights, and the Town fuel depot. The department is also responsible for managing all major building-related capital projects and capital improvements, maintains the Town's Green Community designation and energy efficiency programs, and procures energy contracts for supply and renewable energy.

Facilities Management procures and schedules major projects, participates in design and feasibility for future planning of potential construction projects, administers compliance programs for indoor air quality, fire protection, security, indoor integrated pest management, and the testing of building systems to comply with all applicable standards and regulations. Building audits and capital improvement projects are developed, procured, and executed by the Facilities Management team.

The Administration Office is responsible for long-range planning, monitoring of the annual budget and assists with the development of the department's annual Budget and Capital Improvement Program. The Office also manages all personnel records, payroll, and coordination of hiring processes for the Facilities Department. Responsibilities include the development and implementation of departmental policies and providing administrative support to all divisions.

The Energy Management Division is responsible for managing energy use, energy conservation, and energy procurement. The duties of the division are accomplished by setting sustainable goals of energy efficiency, cost reduction and renewable energy generation. In cooperation with the Sustainability Coordinator, the division also promotes environmental responsibility and sustainability. Andover achieved its Green Community designation in 2010 and maintains it through continued commitment to reducing its use of energy throughout municipal functions, including buildings, vehicles, streetlights, and water and sewer systems. There has also been increased focus on the implementation of EV charging stations and renewable energy.

The Street Lighting Division oversees the utility billing and maintenance of all Town owned streetlights in Andover. This includes roadway lights, antique style street lighting, and parking lot and driveway lighting at all Town owned buildings and lots. Residents are able to report streetlight outages through an online reporting [form](#) which can be found on the [Town of Andover website](#) at the bottom of the [Street Lighting page](#).

Construction Design, Management and Engineering. The Construction Project Manager oversees major construction projects and specializes in building envelope, masonry, and structural projects. The Energy/Mechanical Engineer oversees major HVAC design projects, designs HVAC improvements and alterations for medium-sized projects and retrofits, oversees air quality issues, hazardous building materials testing and management, and organizes the filing of historical plans.

Work Control and Materials Management. This group maintains the computerized work order system and the central vehicle fuel depot, and conducts purchasing and inventory management functions. All Facilities construction and repair materials are procured by this group, including wholesale gasoline and diesel fuel for all Town vehicles. These roles also track costs and labor hours for the Facilities Department management and maintenance functions.

The Facilities Services Division is responsible for providing all custodial services to Cormier Youth Center, Memorial Hall Library, Public Safety, Old Town Hall, Recreation Park, the Senior Center, Town Offices, and the Municipal Services Building. Custodial cleaning supplies and equipment are procured by this division, and staff also supports the Facilities Coordinator and scheduling function by providing custodial services during the rental of Town spaces, as necessary.

Building Operations and Maintenance. The Building Operations Manager is responsible for oversight of the Building Maintenance, Mechanical, Electrical, and Security functions. These divisions provide all maintenance services including electrical, mechanical, plumbing, carpentry, roofing, masonry, painting and security to all Town and School buildings using in-house staff, as well as managing contractor services for minor construction projects, annual contracted maintenance, inspections, and compliance. All work is tracked utilizing a comprehensive work order system in order to provide detailed reporting to management.

The Building Maintenance Division maintains all roof systems, masonry, walls and ceilings, inspects and maintains all playground equipment, performs interior and exterior painting, and installs and maintains all locks, hardware, doors, and windows. This division maintains a variety of interior and exterior building related systems and components, including repairs to all paving and sidewalks on School property.

The Mechanical/Electrical Divisions maintains and upgrades Town and School building HVAC, lighting,

DEPARTMENT OF FACILITIES

electrical, plumbing, and building automation systems. This division also maintains traffic signals and Town owned streetlights. The Mechanical/Electrical division also monitors, programs and performs upgrades to the energy management system.

Security. The Security function is responsible for all Town and School security systems, including the new integrated access control/closed circuit TV systems, perimeter security systems, keys and access cards. Working in cooperation with Andover Public Safety and Information Technology, this function develops and implements security improvements to Town and School buildings and public spaces.

FY2022 Objectives

Some of the below objectives were previously published as FY2021 objectives, and are yet to be realized due to the shift in focus to Covid-19 related matters.

DIVISION: ADMINISTRATION AND FACILITIES MANAGEMENT

- Manage the development of the West Elementary School project, and complete the Senior Center and Ballardvale Fire Station construction projects.
- Conduct and inventory of major building systems to create a 20-year replacement schedule.
- Adhere to State and Federal code requirements for elevators, fire alarms and systems, lead and copper water testing, AHERA monitoring, pressure vessel and boiler inspections.

DIVISION: ENERGY MANAGEMENT

- Pursue utility rebates and incentives, as well as State and Federal grants, to fund energy projects.
- Work collaboratively with the Sustainability Coordinator and Andover High School students on the installation of an electric vehicle (EV) charging station at Andover High School, and continue to work on adding EV charging stations at strategic locations in town.

DIVISION: STREET LIGHTING

- Work with National Grid to improve the reporting of utility work and repairs to lights on North Main Street.
- Strategically investigate adding lighting to promote foot traffic to serve Andover businesses and amenities, as well as to promote safe travel to and from the commuter rail.

DIVISION: CONSTRUCTION DESIGN, MANAGEMENT AND ENGINEERING

- Oversee the design for HVAC improvements at Sanborn school and the ADA renovations at Doherty Middle school, which include the design and installation of an elevator.
- Provide construction management services for the ADA renovations project at the Town Offices building, the dock replacement at Pumps Pond, and the renovations to the AHS Field House, the West Middle school auditorium, West Fire Station, and the Sanborn school roof replacement and solar installation project.
- Update the BeSafe program to ensure accurate mapping our Town and School buildings for first responders.
- Digitize building plans inventory.

DIVISION: WORK CONTROL AND MATERIALS MANAGEMENT

- Streamline materials management and inventory procurement processes.
- Expand the use of the work order system for compliance with new State and Federal regulations.

DIVISION: FACILITIES SERVICES

- Continue providing efficient and highest level custodial services to Town buildings.
- Support Facilities Rentals function with custodial support when necessary.

DIVISION: BUILDING OPERATIONS

- Improve safety and communications with enhancements to fire alarms, strobes, speakers and intercoms.
- Install pedestrian crossing lights at heavily used crosswalks in downtown Andover locations.
- Investigate adaptive radar signalization to improve traffic flow at some heavily traveled intersections.
- Construction of ADA projects identified in Andover's Self-Evaluation and Transition Plan.

DIVISION: SECURITY

- Implementation of a new key management system for improved efficiency and security.
- Integrate GIS into the security camera system for improved response times.
- Continue streamlining procedures for card access. Collaborate with IT and HR to integrate the card access system with Munis.

DEPARTMENT OF FACILITIES

Position Classification	FTE FY2019	FTE FY2020	FTE FY2021	REQ FY2022	TMREC FY2022	TMREC FY2022
FACILITIES						
ADMINISTRATION						
Director of Facilities	1.0	1.0	1.0	1.0	1.0	133,981
Deputy Director	1.0	1.0	1.0	1.0	1.0	100,543
Project Manager	1.0	1.0	1.0	1.0	1.0	97,009
Building Operations Manager (1)			1.0	1.0	1.0	105,272
Materials Coordinator	1.0	1.0	1.0	1.0	1.0	96,534
Manager of Energy & Utilities (1)						
Energy/Project Manager			1.0	1.0	1.0	94,565
Executive Secretary	1.0	1.0	1.0	1.0	1.0	70,579
Work Control Center Coordinator	1.0	1.0	1.0	1.0	1.0	66,469
Office Assistant II (Moved to Business Office FY19)						
Unclassified						8,000
(1) - Positions moved from Facilities Mechanical/Electrical	6.0	6.0	8.0	8.0	8.0	772,952
FACILITIES SERVICES						
Facilities Coordinator (Moved to DPW Business Office FY19)						
Custodial Working Foreman	1.0	1.0	1.0	1.0	1.0	79,368
Custodian	8.0	8.0	8.0	8.0	8.0	435,755
Custodian (2 part-time)						
	9.0	9.0	9.0	9.0	9.0	515,123
BUILDING MAINTENANCE						
Working Foreman	1.0	1.0	1.0	1.0	1.0	76,565
Security Systems Technician	1.0	1.0	1.0	1.0	1.0	73,927
Carpenter	1.0	1.0				
Carpenter	1.0	1.0	3.0	3.0	3.0	204,158
Painter I	1.0	1.0				
Inventory Assistant/Driver	1.0	1.0	1.0	1.0	1.0	59,198
Security Guards (pt)	0.5	0.5	0.5	0.5	0.5	29,056
	6.5	6.5	6.5	6.5	6.5	442,904
MECHANICAL/ELECTRICAL						
Energy/Project Manager (FY20 Move to Administration)	1.0	1.0				
Working Foreman	1.0	1.0	1.0	1.0	1.0	82,166
Electricians/HVAC Mechanic	4.0	4.0	3.0	3.0	3.0	228,940
Plumber	1.0	1.0	1.0	1.0	1.0	73,566
Building/Heating Systems Mechanic	1.0	1.0	1.0	1.0	1.0	72,285
Refrigeration Apprentice (1)			1.5	2.0	2.0	87,900
Preventive Maintenance Mechanic (FY20 Move to Admin)	1.0	1.0				
	9.0	9.0	7.5	8.0	8.0	544,857
GRAND TOTAL	30.5	30.5	31.0	31.5	31.5	2,275,836
(1) .5 FTE Charged to CARES Funding						

DEPARTMENT OF FACILITIES

FACILITIES		FY2018	FY2019	FY2020	FY2020	FY2022	FY2022
		ACTUAL	ACTUAL	ACTUAL	BUDGET	DEPT REC	TM REC
MAINTENANCE ADMINISTRATION							
	PERSONAL SERVICES	559,528	517,644	789,412	772,797	802,952	794,952
	OTHER EXPENSES	38,878	62,448	66,126	68,450	72,950	72,950
	TOTAL MAINTENANCE ADMIN	580,092	855,538	841,247	841,247	875,902	867,902
FACILITIES SERVICES							
	PERSONAL SERVICES	546,984	547,098	568,172	588,616	600,123	600,123
	OTHER EXPENSES	270,481	382,468	281,039	448,500	399,000	399,000
	FROM SALE OF SERVICE	(98,150)	(91,629)	(74,911)	(88,000)	(28,000)	(28,000)
	TOTAL FACILITIES SERVICES	837,937	774,300	949,116	949,116	971,123	971,123
FACILITIES TOWN BUILDING MAINTENANCE							
	PERSONAL SERVICES	496,414	481,580	452,219	513,216	502,904	495,404
	OTHER EXPENSES	377,929	332,448	307,429	334,000	364,000	324,000
	TOTAL TOWN BUILDING MAINTENANCE	814,028	759,648	847,216	847,216	866,904	819,404
FACILITIES TOWN MECHANICAL/ELECTRICAL							
	PERSONAL SERVICES	691,689	726,314	523,896	579,220	657,357	617,857
	OTHER EXPENSES	328,522	403,550	411,424	404,500	494,500	439,500
	TOTAL TOWN MECHANICAL/ELECTRICAL	1,129,864	935,320	983,720	983,720	1,151,857	1,057,357
FACILITIES STREET LIGHTING							
	STREET LIGHTING EXPENSES	266,429	215,298	64,388	120,000	90,000	90,000
	TOTAL STREET LIGHTING	266,429	215,298	64,388	120,000	90,000	90,000
TOTAL FACILITIES							
	SALARIES	2,294,615	2,272,636	2,333,699	2,453,849	2,563,336	2,508,336
	EXPENSES	1,282,239	1,396,212	1,130,406	1,375,450	1,420,450	1,325,450
		3,576,854	3,668,848	3,464,105	3,829,299	3,983,786	3,833,786
	FROM SALE OF SERVICE	(98,150)	(91,629)	(74,911)	(88,000)	(28,000)	(28,000)
	TOTAL FACILITIES	3,478,704	3,577,219	3,389,194	3,741,299	3,955,786	3,805,786

DEPARTMENT OF FACILITIES

FACILITIES ADMINISTRATION			FY2019	FY2020	FY2021	FY2022	FY2022
FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011861	MAINTENANCE ADMIN SALARIES						
	5110	REG WAGES	\$495,027	\$751,256	\$743,797	\$772,952	\$772,952
	5120	OVERTIME	\$14,115	\$25,448	\$15,000	\$20,000	\$15,000
	5140	SEASONAL	\$8,502	\$8,758	\$14,000	\$10,000	\$7,000
	5187	RETRO WAGES	\$0	\$3,950	\$0	\$0	\$0
	SUBTOTAL		\$517,644	\$789,412	\$772,797	\$802,952	\$794,952
011862	MAINTENANCE ADMIN EXPENSES						
	5220	TELEPHONE	\$14,141	\$14,586	\$18,000	\$17,000	\$17,000
	5255	SOFTWARE SUPPORT	\$18,095	\$20,875	\$21,000	\$22,000	\$22,000
	5270	PRINTING	\$409	\$773	\$400	\$400	\$400
	5291	RENT EQUIP	\$2,158	\$2,241	\$2,300	\$2,300	\$2,300
	5294	CLOTHING ALLOWANCE	\$100	\$434	\$750	\$750	\$750
	5295	OTHR SVCS	\$7,459	\$4,260	\$4,000	\$8,000	\$8,000
	5310	OFFICE SUP	\$6,131	\$7,180	\$6,000	\$6,000	\$6,000
	5420	OFF EQUIP	\$8,848	\$3,891	\$6,000	\$4,000	\$4,000
	5710	TRAVEL	\$207	\$291	\$1,000	\$500	\$500
	5715	PROFESSIONAL DEVELOPMENT	\$1,931	\$3,330	\$4,000	\$4,000	\$4,000
	5716	LICENSES & CONTINUING ED	\$1,721	\$6,744	\$3,000	\$6,000	\$6,000
	5730	DUES/SUBSCRIPTIONS	\$1,248	\$1,521	\$2,000	\$2,000	\$2,000
	SUBTOTAL		\$62,448	\$66,126	\$68,450	\$72,950	\$72,950
	TOTAL FACILITIES ADMINISTRATION		\$580,092	\$855,538	\$841,247	\$875,902	\$867,902

FACILITIES SERVICES			FY2019	FY2020	FY2021	FY2022	FY2022
FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011851	FACILITIES SERVICES SALARIES						
	5110	REG WAGES	\$482,972	\$499,775	\$508,616	\$515,123	\$515,123
	5120	OVERTIME	\$48,183	\$56,964	\$60,000	\$65,000	\$65,000
	5150	RENTAL OVERTIME	\$15,943	\$11,433	\$20,000	\$20,000	\$20,000
	5130	PART TIME	\$0	\$0	\$0	\$0	\$0
	SUBTOTAL		\$547,098	\$568,172	\$588,616	\$600,123	\$600,123
011852	FACILITIES SERVICES EXPENSES						
	5211	ELECTRICITY	\$174,600	\$167,871	\$193,500	\$190,000	\$190,000
	5213	NATURAL GAS	\$105,000	\$65,800	\$146,000	\$100,000	\$100,000
	5294	CLOTHING ALLOWANCE	\$4,368	\$5,463	\$4,500	\$4,500	\$4,500
	5295	OTHR SVCS	\$31,604	\$1,556	\$20,000	\$20,000	\$20,000
	5310	OFFICE SUP	\$270	\$114	\$500	\$500	\$500
	5330	OPERATING SUPPLIES	\$33,034	\$27,774	\$40,000	\$40,000	\$40,000
	5355	AUTOMOTIVE FUEL	\$0	\$0	\$20,000	\$20,000	\$20,000
	5410	MACH/EQUIP	\$23,309	\$6,783	\$10,000	\$10,000	\$10,000
	5420	OFF EQUIP	\$208	\$852	\$1,500	\$1,500	\$1,500
	5715	PROFESSIONAL DEV	\$0	\$160	\$1,000	\$1,000	\$1,000
	5716	LICENSES & CEU'S	\$75	\$0	\$1,000	\$1,000	\$1,000
	5717	MILEAGE	\$0	\$138	\$0	\$0	\$0
	5730	DUES/SUBSCRIPTIONS	\$0	\$0	\$500	\$500	\$500
	5770	CUSTODIAL SERVICES	\$10,000	\$4,528	\$10,000	\$10,000	\$10,000
	SUBTOTAL		\$382,468	\$281,039	\$448,500	\$399,000	\$399,000
011851	FACILITIES SERVICES SALARIES						
	5811	FROM SALE OF SERVICE	\$ (83,629)	\$ (66,911)	\$ (80,000)	\$ (20,000)	\$ (20,000)
		AYF GIFT	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)
	SUBTOTAL		\$ (91,629)	\$ (74,911)	\$ (88,000)	\$ (28,000)	\$ (28,000)
	TOTAL FACILITIES SERVICES		\$837,937	\$774,300	\$949,116	\$971,123	\$971,123

DEPARTMENT OF FACILITIES

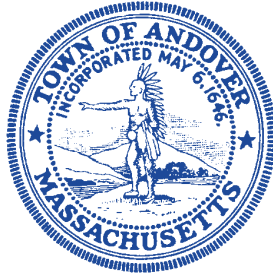
STREET LIGHTING			FY2019	FY2020	FY2021	FY2022	FY2022
FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011922	STREET LIGHTING EXPENSES						
	5211	ELECTRICITY	\$89,096	\$56,278	\$100,000	\$90,000	\$90,000
	5275	LEASE TO PURCHASE	\$76,947	\$0	\$0	\$0	\$0
	5289	MAINTENANCE	\$49,255	\$8,110	\$20,000	\$0	\$0
	SUBTOTAL		\$215,298	\$64,388	\$120,000	\$90,000	\$90,000
	TOTAL STREET LIGHTING		\$215,298	\$64,388	\$120,000	\$90,000	\$90,000

FACILITIES TOWN BUILDING MAINTENANCE			FY2019	FY2020	FY2021	FY2022	FY2022
PUBLIC FACILITIES			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011881	T-BLDG MAINT SALARIES						
	5110	REG WAGES	\$409,306	\$389,777	\$409,005	\$413,849	\$413,849
	5120	OVERTIME	\$38,096	\$37,709	\$55,000	\$50,000	\$42,500
	5130	PART TIME	\$25,300	\$24,733	\$29,211	\$29,055	\$29,055
	5140	SEASONAL	\$8,705	\$0	\$20,000	\$10,000	\$10,000
	5152	SPECIAL EVENT OVERTIME	\$173	\$0	\$0	\$0	\$0
	SUBTOTAL		\$481,580	\$452,219	\$513,216	\$502,904	\$495,404
011882	T-BLDG MAINT EXPENSES						
	5231	TRANS ALLOWANCE	\$1,800	\$600	\$0	\$0	\$0
	5288	MAINT/REP INVENTORY	\$33,924	\$19,889	\$35,000	\$35,000	\$35,000
	5291	RENT EQUIP	\$1,200	\$650	\$2,000	\$2,000	\$2,000
	5294	CLOTHING ALLOWANCE	\$3,109	\$1,905	\$5,500	\$5,500	\$5,500
	5295	OTHR SVCS	\$157,182	\$170,145	\$160,000	\$200,000	\$200,000
	5340	REP/PARTS/BUILDINGS	\$125,117	\$41,980	\$85,000	\$85,000	\$45,000
	5350	REP/PARTS/SECURITY	\$0	\$2,795	\$30,000	\$20,000	\$20,000
	5380	MIN APPARATUS/TOOLS	\$5,044	\$2,230	\$5,500	\$5,500	\$5,500
	5410	MACHINERY/EQUIP	\$336	\$254	\$2,500	\$2,500	\$2,500
	5507	EMERGENCY WATER SYSTEM REPA	\$0	\$60,000	\$0	\$0	\$0
	5710	TRAVEL	\$0	\$0	\$500	\$500	\$500
	5715	PROFESSIONAL DEV	\$2,180	\$3,056	\$4,500	\$4,500	\$4,500
	5716	LICENSES & CONTINUING ED	\$2,355	\$3,925	\$3,000	\$3,000	\$3,000
	5730	DUES/SUBSCRIPTIONS	\$201	\$0	\$500	\$500	\$500
	SUBTOTAL		\$332,448	\$307,429	\$334,000	\$364,000	\$324,000
	TOTAL TOWN BUILDING MAINTENANCE		\$814,028	\$759,648	\$847,216	\$866,904	\$819,404

DEPARTMENT OF FACILITIES

FACILITIES TOWN MECHANICAL/ELECTRICAL			FY2019	FY2020	FY2021	FY2022	FY2022
			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011891	T-MECHANICAL/ELEC SALARIES						
	5110	REG WAGES	\$655,155	\$438,303	\$498,220	\$577,357	\$544,857
	5120	OVERTIME	\$55,619	\$66,640	\$66,000	\$75,000	\$68,000
	5140	SEASONAL	\$14,526	\$18,952	\$15,000	\$5,000	\$5,000
	5187	RETRO WAGES	<u>\$1,014</u>	<u>\$1</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	SUBTOTAL		\$726,314	\$523,896	\$579,220	\$657,357	\$617,857
011892	T-MECHANICAL/ELEC EXPENSES						
	5288	MAINT/REP INVENTORY	\$63,918	\$74,675	\$65,000	\$120,000	\$65,000
	5291	RENT EQUIP	\$1,000	\$407	\$2,000	\$2,000	\$2,000
	5294	CLOTHING ALLOWANCE	\$3,896	\$2,431	\$4,500	\$4,500	\$4,500
	5295	OTHR SVCS	\$188,592	\$198,910	\$200,000	\$235,000	\$235,000
	5350	OPER SUPP/EQUIP	\$130,420	\$107,131	\$120,000	\$120,000	\$120,000
	5360	REPAIR/PARTS/EQUIP	\$10,041	\$12,368	\$0	\$0	\$0
	5380	MIN APPARATUS/TOOLS	\$2,135	\$3,729	\$4,000	\$4,000	\$4,000
	5410	MACHINERY/EQUIP	\$1,536	\$0	\$2,000	\$2,000	\$2,000
	5710	TRAVEL	\$408	\$502	\$500	\$500	\$500
	5715	PROFESSIONAL DEV	\$470	\$3,056	\$3,000	\$3,000	\$3,000
	5716	LICENSES & CONTINUING ED	\$946	\$8,215	\$2,000	\$2,000	\$2,000
	5730	DUES/SUBSCRIPTIONS	<u>\$188</u>	<u>\$0</u>	<u>\$1,500</u>	<u>\$1,500</u>	<u>\$1,500</u>
	SUBTOTAL		<u>\$403,550</u>	<u>\$411,424</u>	<u>\$404,500</u>	<u>\$494,500</u>	<u>\$439,500</u>
	TOTAL TOWN MECHANICAL/ELECT		\$1,129,864	\$935,320	\$983,720	\$1,151,857	\$1,057,357

ANDOVER PUBLIC SCHOOLS



Voters

School Committee

School Superintendent

ANDOVER PUBLIC SCHOOLS

ANDOVER PUBLIC SCHOOLS		FY2019	FY2020	FY2021	FY2022	FY2022
SCHOOL		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013001	ANDOVER SCHOOL SALARIES					
	5110 REGULAR WAGES	\$66,754,471	\$69,958,598	\$72,500,278	\$75,239,845	\$75,239,845
	SUBTOTAL	\$66,754,471	\$69,958,598	\$72,500,278	\$75,239,845	\$75,239,845
013002	ANDOVER SCHOOL EXPENSES					
	5700 UNCLASSIFIED EXP	\$15,756,187	\$15,971,210	\$16,668,527	\$17,353,607	\$17,353,607
	SUBTOTAL	\$15,756,187	\$15,971,210	\$16,668,527	\$17,353,607	\$17,353,607
	KINDERGARTEN FEE OFFSET	\$0	\$0	\$77,895	\$0	\$0
	TOTAL ANDOVER SCHOOL	\$82,510,658	\$85,929,808	\$89,246,700	\$92,593,452	\$92,593,452

SECTION 5



FIXED AND UNCLASSIFIED EXPENSES

TECHNICAL SCHOOLS

GREATER LAWRENCE TECHNICAL SCHOOL & ESSEX NORTH SHORE AGRICULTURAL AND TECHNICAL SCHOOL

This budget provides funding to cover the assessments from the Greater Lawrence Technical School and the Essex North Shore Agricultural and Technical School. The assessments are based on student enrollment.

TECHNICAL SCHOOLS			FY2019	FY2020	FY2021	FY2022	FY2022
TECHNICAL SCHOOLS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
013012	TECHNICAL SCHOOL EXPENSES						
	5295	OTHER CHGS/SERVICES	\$592,235	\$673,805	\$740,000	\$800,000	\$800,000
TOTAL	SUBTOTAL		\$592,235	\$673,805	\$740,000	\$800,000	\$800,000
	TOTAL TECHNICAL SCHOOLS		\$592,235	\$673,805	\$740,000	\$800,000	\$800,000

DEBT SERVICE INFORMATION

Debt Service Fund

The Debt Service Fund provides the appropriation for the Town's annual principal and interest costs associated with various capital construction projects. The projects are funded by the issuance of tax-exempt bonds. The Water and Sewer Enterprises pay for its debt service from user fees and betterments.

DEBT PRINCIPAL			FY2019	FY2020	FY2021	FY2022	FY2022
DEBT SERVICE			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017102	NON-EXEMPT DEBT SERVICE PRINCIPAL						
5741	SCHOOL LOANS		\$1,831,100	\$1,733,500	\$1,809,333	\$1,872,033	\$1,872,033
5742	WATER LOANS *		\$1,532,258	\$1,650,819	\$2,493,391	\$0	\$0
5743	SEWER LOANS *		\$1,870,000	\$1,905,000	\$1,996,000	\$0	\$0
5744	STREET LOANS		\$280,000	\$285,000	\$325,500	\$460,200	\$460,200
5745	MUNICIPAL BLDGS LOANS		\$1,356,900	\$1,397,750	\$1,823,250	\$2,144,500	\$2,144,500
5746	PUBLIC SAFETY LOANS		\$143,000	\$202,500	\$239,000	\$280,000	\$280,000
5747	LAND ACQ LOANS		\$420,000	\$415,000	\$415,000	\$415,000	\$415,000
5749	OTHER MUN PURPOSES		\$148,504	\$139,124	\$139,757	\$140,403	\$140,403
	SUBTOTAL		<u>\$7,581,762</u>	<u>\$7,728,693</u>	<u>\$9,241,231</u>	<u>\$5,312,136</u>	<u>\$5,312,136</u>
017112	EXEMPT DEBT SERVICE PRINCIPAL						
5741	SCHOOL LOANS		\$2,340,000	\$2,330,000	\$2,195,000	\$2,037,000	\$2,037,000
5746	PUBLIC SAFETY LOANS		<u>\$542,100</u>	<u>\$541,250</u>	<u>\$531,250</u>	<u>\$255,600</u>	<u>\$255,600</u>
	SUBTOTAL		<u>\$2,882,100</u>	<u>\$2,871,250</u>	<u>\$2,726,250</u>	<u>\$2,292,600</u>	<u>\$2,292,600</u>
	TOTAL DEBT PRINCIPAL		\$10,463,862	\$10,599,943	\$11,967,481	\$7,604,736	\$7,604,736
DEBT INTEREST			FY2019	FY2020	FY2021	FY2022	FY2022
DEBT SERVICE			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
017502	NON-EXEMPT DEBT SERVICE INTEREST						
5732	INT ON BANS NON-EXEMPT		\$53,520	\$8,010	\$80,000	\$80,000	\$80,000
573202	BANS NON-EXEMPT WATER		\$12,400	\$27,123	\$35,000	\$0	\$0
5739	BOND ISSUE EXPENSE		\$4,799	\$7,847	\$105,000	\$105,000	\$105,000
5741	SCHOOL LOANS		\$757,324	\$759,099	\$699,507	\$743,007	\$743,007
5742	WATER LOANS *		\$531,677	\$592,093	\$1,164,936	\$0	\$0
5743	SEWER LOANS *		\$479,276	\$401,726	\$358,820	\$0	\$0
5744	STREET LOANS		\$79,487	\$93,427	\$98,943	\$151,370	\$151,370
5745	MUNICIPAL BLDGS LOANS		\$769,537	\$1,205,472	\$1,241,750	\$1,351,755	\$1,351,755
5746	PUBLIC SAFETY LOANS		\$18,742	\$101,900	\$80,409	\$103,264	\$103,264
5747	LAND ACQ LOANS		\$146,999	\$130,269	\$113,721	\$96,927	\$96,927
5749	OTHER MUN PURPOSES		\$63,083	\$57,832	\$53,206	\$48,555	\$48,555
	SUBTOTAL		<u>\$2,916,844</u>	<u>\$3,384,798</u>	<u>\$4,031,292</u>	<u>\$2,679,878</u>	<u>\$2,679,878</u>
017512	EXEMPT DEBT SERVICE INTEREST						
5741	SCHOOL LOANS		\$1,019,998	\$935,997	\$847,272	\$758,568	\$758,568
5746	PUBLIC SAFETY LOANS		<u>\$78,911</u>	<u>\$51,863</u>	<u>\$27,927</u>	<u>\$14,371</u>	<u>\$14,371</u>
	SUBTOTAL		<u>\$1,098,909</u>	<u>\$987,860</u>	<u>\$875,199</u>	<u>\$772,939</u>	<u>\$772,939</u>
	TOTAL DEBT INTEREST		\$4,015,753	\$4,372,658	\$4,906,491	\$3,452,817	\$3,452,817
	DEBT SERVICE EXPENSES						
	FROM CABLE FUND		\$ (239,637)	\$ (239,637)	\$ (189,000)	\$ -	\$ -
	SUBTOTAL		<u>\$ (239,637)</u>	<u>\$ (239,637)</u>	<u>\$ (189,000)</u>	<u>\$ -</u>	<u>\$ -</u>
	TOTAL DEBT SERVICE		\$14,479,615	\$14,972,601	\$16,873,972	\$11,057,553	\$11,057,553

DEBT SERVICE INFORMATION

Debt Analysis Tool

	AMOUNT	YEARS	2021	2022	2023	2024	2025	2026	TOTAL ALL YEARS
NON-EXEMPT DEBT									
EXISTING									
SCHOOL			2,415,306	2,375,707	2,278,183	2,126,767	2,040,044	1,922,834	18,880,600
STREET			336,018	338,571	290,352	276,392	267,452	248,423	2,184,902
MUNICIPAL FACILITIES			2,677,394	2,992,941	2,643,128	2,567,813	2,497,951	2,351,536	41,829,681
PUBLIC SAFETY			319,409	383,264	275,675	265,925	256,175	187,925	2,337,264
LAND ACQUISITION			528,720	511,930	494,995	473,124	402,670	328,906	2,988,640
OTHER			192,963	188,958	184,894	181,159	177,364	173,495	2,042,456
TOTAL EXISTING DEBT			6,469,810	6,791,371	6,167,227	5,891,180	5,641,656	5,213,119	76,581,103
TECHNOLOGY OFFSET CABLE FUNDS			(189,000)	-	-	-	-	-	-
NET GF IMPACT			6,280,810	6,791,371	6,167,227	5,891,180	5,641,656	5,213,119	76,392,103
AUTHORIZED BORROW/BORROW FY21/FY22									
TECHNOLOGY HARDWARE & SOFTWARE	200,000	5	-	48,000	46,400	44,800	43,200	41,600	176,000
PUBLIC SAFETY CAD/RMS SOFTWARE	332,000	5	-	79,680	77,024	74,368	71,712	69,056	371,840
FIRE BI-DIRECTIONAL AMPLIFIER SYSTEM	300,000	5	-	72,000	69,600	67,200	64,800	62,400	336,000
DOWNTOWN AMENITIES	400,000	10	-	56,000	54,400	52,800	51,200	49,600	432,000
MINOR STORM DRAIN IMPROVEMENTS	200,000	10	-	28,000	27,200	26,400	25,600	24,800	244,000
TOWN BRIDGE EVALUATION/MAINTENANCE	500,000	10	-	70,000	68,000	66,000	64,000	62,000	610,000
MAJOR TOWN PROJECTS	825,000	10	-	115,500	112,200	108,900	105,600	102,300	1,006,500
TOWN AND SCHOOL ENERGY INITIATIVES	300,000	10	-	42,000	40,800	39,600	38,400	37,200	366,000
MINOR STORM DRAIN IMPROVEMENTS	300,000	10	-	42,000	40,800	39,600	38,400	37,200	366,000
SIDEWALKS	950,000	10	-	133,000	129,200	125,400	121,600	117,800	1,159,000
MAJOR SCHOOL PROJECTS	320,000	15	-	34,133	33,280	32,427	31,573	30,720	422,400
LEDGE ROAD LANDFILL (Borrow FY21)	3,500,000	20	-	-	297,500	291,375	285,250	279,125	4,786,250
LEDGE ROAD LANDFILL (Borrow FY22)	3,195,000	20	-	-	-	271,575	265,984	260,393	4,369,165
MAJOR SCHOOL PROJECTS	2,280,000	20	-	205,200	200,640	196,080	191,520	186,960	3,237,600
CENTER AT PUNCHARD BLDG CONSTRUCTION	500,000	30	-	28,915	28,915	28,915	28,915	28,915	867,450
BALLARDVALE FIRE CONSTRUCTION (Borrow)	1,000,000	30	-	57,830	57,830	57,830	57,830	57,830	1,677,070
	-		-	-	-	-	-	-	-
	15,102,000		-	1,012,258	1,283,789	1,523,270	1,485,584	1,447,899	20,427,275
TOTAL FUTURE DEBT			6,280,810	7,803,629	7,451,016	7,414,450	7,127,240	6,661,018	96,819,378
ESTIMATED BORROW FY22 AND AFTER									
FIRE APPARATUS REPLACEMENT	360,000	5	-	-	86,400	83,520	169,440	163,600	2,663,600
BI-DIRECTIONAL AMPLIFIER SYSTEM	200,000	5	-	-	48,000	46,400	44,800	43,200	224,000
HMD ST CONSTRUCTION (Essex, Shawsheen)	500,000	10	-	-	70,000	68,000	66,000	64,000	610,000
RENOVATE GROUND LEVEL FOR LIBRARY	225,000	10	-	-	31,500	30,600	29,700	28,800	775,580
DPW LARGE VEHICLES	400,000	10	-	-	56,000	141,200	208,520	289,900	3,263,500
MINOR STORM DRAIN IMPROVEMENTS (F)	300,000	10	-	-	-	42,000	40,800	81,600	732,000
TOWN BRIDGE EVALUATION/MAINTENANCE	500,000	10	-	-	-	-	70,000	68,000	610,000
RECONSTRUCTION/CONSTRUCTION OF SI	950,000	10	-	-	133,000	262,200	387,600	509,200	5,795,000
TOWN PARKS AND PLAYGROUND IMPROV	-	10	-	-	-	-	-	210,000	3,172,000
TOWN & SCHOOL ENERGY INITIATIVES	530,000	10	-	-	74,200	172,180	274,300	387,360	4,404,200
MAJOR TOWN PROJECTS	605,000	15	-	-	64,533	221,853	429,600	525,347	9,035,400
MAJOR SCHOOL PROJECTS	2,825,000	20	-	-	254,250	910,100	1,666,000	2,015,400	37,985,000
	-		-	-	-	-	-	-	-
TOTAL NEW DEBT	6,595,000		-	-	817,883	1,978,053	3,386,760	4,386,407	69,270,280
									-
GRAND TOTAL (Net of Cable Funds)			6,280,810	7,803,629	8,268,899	9,392,503	10,514,000	11,047,425	166,089,658
GRAND TOTAL			6,469,810	7,803,629	8,268,899	9,392,503	10,514,000	11,047,425	97,008,378

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS ANALYSIS OF BONDS AUTHORIZED AND OUTSTANDING ACTIVITY FOR FY2020

ARTICLE	PROJECT NAME	AUTHORIZATION JULY 1, 2019	NEW AUTHORIZATION	BONDING	PAID DOWN	RESCIND	AUTHORIZATION JUNE 30, 2020
SEWER ENTERPRISE							
ART 64 2007	SHAWSHEEN PUMPING STATION	350,000.00					350,000.00
ART 33 2008	SHAWSHEEN RIVER OUTFALL SEWER	2,200,000.00					2,200,000.00
		2,550,000.00	0.00	0.00	0.00	0.00	2,550,000.00
WATER ENTERPRISE							
ART 36 2012	WATER PLANT BACKWASH TANK	300,000.00					300,000.00
ART 41 2016	WATER MAIN REPLACEMENT PROJECTS	500,000.00		500,000.00			0.00
ART27 2017	WATER MAIN REPLACEMENTS	1,000,000.00		597,000.00	403,000.00		0.00
ART 38 2017	WATER TREAT PLANT HEATING SYSTEM	100,000.00			100,000.00		0.00
ART 25 2018	WATER MAIN REPLACEMENT PROJECTS	3,000,000.00		3,000,000.00			0.00
ART 27 2018	WATER TREAT PLEANT ELECTRIC SUBS REF	5,000,000.00					5,000,000.00
ART 30 2018	DALE STREET PUMPING STATION REPLACE	360,000.00					360,000.00
ART 29 2019	WATER MAIN REPLACEMENTS	4,000,000.00		2,000,000.00			2,000,000.00
ART 2 2019	WATER MAIN REPLACEMENTS	2,000,000.00					2,000,000.00
		16,260,000.00	0.00	6,097,000.00	503,000.00	0.00	9,660,000.00
TOTAL ENTERPRISE FUNDS		18,810,000.00	0.00	6,097,000.00	503,000.00	0.00	12,210,000.00
GENERAL GOVERNMENT							
ART 31 2008	LANDFILL CLOSURE	6,695,000.00					6,695,000.00
		6,695,000.00	0.00	0.00	0.00	0.00	6,695,000.00
SCHOOL							
ART 40 2015	SCHOOL SITE IMP - WEST ELEMENTARY	319,000.00		319,000.00			0.00
		319,000.00	0.00	319,000.00	0.00	0.00	0.00
ROAD AND DRAINAGE							
ART 29 2017	ENMORE STREET RECONSTRUCTION	355,000.00					355,000.00
ART48 2018	MINOR STORM DRAIN IMPROVEMENTS	300,000.00					300,000.00
		655,000.00	0.00	0.00	0.00	0.00	655,000.00
CONSERVATION AND LAND ACQUISITION							
ART 12 2001	LAND ACQUISITION LOWELL JCT RD	800,000.00					800,000.00
ART 23 2002	CONSERVATION FUND	400,000.00					400,000.00
		1,200,000.00	0.00	0.00	0.00	0.00	1,200,000.00
TECHNOLOGY							
ART 40 2014	TECHNOLOGY HARDWARE & SOFTWARE	200,000.00					200,000.00
ART 39 2019	PUBLIC SAFETY MICROWAVE COMMUNICATION S	300,000.00			300,000.00		0.00
		500,000.00	0.00	0.00	300,000.00	0.00	200,000.00
TOWN BUILDINGS							
ART 33 2017	MUNICIPAL SERVICES FACILITY	500,000.00		500,000.00			0.00
ART 44 2017	TOWN & SCHOOL ENERGY INITIATIVES	120,000.00		120,000.00			0.00
ART 1 2019	BALLARDVALE FIRE STATION	7,000,000.00		2,000,000.00			5,000,000.00
ART 24 2019	CENTER AT PUNCHARD DESIGN/CONSTRUCTION	2,500,000.00		1,000,000.00			1,500,000.00
ART 36 2019	MAJOR TOWN BUILDINGS PROJECTS	650,000.00					650,000.00
ART 37 2019	TOWN & SCHOOL ENERGY INITIATIVES	420,000.00		200,000.00			220,000.00
ART 38 2019	MAJOR SCHOOL BUILDINGS PROJECTS	920,000.00					920,000.00
		12,110,000.00	0.00	3,820,000.00	0.00	0.00	8,290,000.00
MISCELLANEOUS							
ART32 2018	PUBLIC WORKS VEHICLES - LARGE	555,000.00		420,000.00			135,000.00
ART 34 2019	PUBLIC WORKS VEHICLES - LARGE	380,000.00					380,000.00
ART 35 2019	FIRE APPARATUS REPLACEMENTS	360,000.00		314,000.00	46,000.00		0.00
ART 40 2019	TOWN BRIDGE EVALUATION & MAINTENANCE	500,000.00					500,000.00
ART 41 2019	PARKING AND HARDSCAPE IMPROVEMENTS	400,000.00					400,000.00
		2,195,000.00	0.00	734,000.00	46,000.00	0.00	1,415,000.00
TOTAL GENERAL GOVERNMENT		23,674,000.00	0.00	4,873,000.00	346,000.00	0.00	18,455,000.00
GRAND TOTAL		42,484,000.00	0.00	10,970,000.00	849,000.00	0.00	30,665,000.00

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS DETAIL DEBT SCHEDULE BY FISCAL YEAR As of July 1, 2021 PRINCIPAL & INTEREST											
ISSUE	ARTICLE	LOAN DATE	RATE	TOTAL LOAN	AMOUNT	2022	2023	2024	2025	2026	TOTAL ALL YEARS
EXEMPT DEBT SCHOOL											
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	12/22/11	1.645%	3,361,700	648,360	333,487.50	318,543.75	-	-	-	652,031.25
BANCROFT FEASIBILITY	ART 59, 2009	12/22/11	2.339%	162,000	41,750	11,812.50	11,500.00	11,275.00	6,100.00	5,971.88	79,450.05
MIDDLE/EL SCHOOL Refi NC	ART 9, 2000	12/19/12	1.821%	1,500,000	488,683	165,200.00	159,600.00	154,000.00	148,400.00	142,800.00	770,000.00
BANCROFT SCHOOL	ART 03, 2012	12/19/12	2.459%	14,000,000	4,795,992	985,250.00	957,250.00	929,250.00	901,250.00	873,250.00	10,094,875.00
BANCROFT SCHOOL	ART 03, 2012	3/6/14	3.076%	13,055,000		981,812.50	949,062.50	916,312.50	883,562.50	845,812.50	10,612,625.00
BANCROFT SCHOOL	ART 1, 2013	3/6/14	3.069%	2,435,000		180,150.00	174,150.00	168,150.00	162,150.00	156,150.00	1,955,100.00
BANCROFT SCHOOL	ART 3, 2010	6/19/15	2.816%	100,000		7,362.50	7,162.50	6,962.50	6,762.50	6,562.50	87,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	2.789%	779,000		58,087.50	56,487.50	54,887.50	53,287.50	51,687.50	661,250.00
BANCROFT SCHOOL	ART 3, 2010	12/15/16	2.937%	967,000		72,405.00	73,950.00	72,450.00	70,700.00	68,700.00	973,930.00
TOTAL SCHOOL	017112-5741					2,795,567.50	2,707,706.25	2,313,287.50	2,232,212.50	2,150,934.38	25,886,261.30
PUBLIC SAFETY											
PUBLIC SAFETY CENTER REFI	ART 40, 2001	2/15/10	2.575%	101,500	29,685	10,200.00	-	-	-	-	10,200.00
PUBLIC SAFETY CENTER REFI	ART 16, 1999	2/15/10	2.573%	2,353,500	688,716	229,500.00	-	-	-	-	229,500.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	12/1/07	3.773%	80,000	26,031	5,500.00	5,300.00	5,100.00	-	-	15,900.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	3/15/09	3.929%	425,000	175,105	24,770.28	23,837.50	23,020.00	22,100.00	21,180.00	164,347.78
TOTAL PUBLIC SAFETY CENTER	017112-5746					269,970.28	29,137.50	28,120.00	22,100.00	21,180.00	419,947.78
TOTAL EXEMPT						3,065,537.78	2,736,843.75	2,341,407.50	2,254,312.50	2,172,114.38	26,306,209.08
PUBLIC SERVICE ENTERPRISES											
WATER DEBT											
WATER TREATMENT PLANT	ART 42, 2002	12/22/11	1.788%	473,000	102,196	47,880.00	46,473.75	43,483.75	-	-	137,837.50
WATER SYSTEM	ART 20, 2003	12/15/11	1.778%	997,400	214,672	101,107.50	98,138.75	93,035.00	-	-	292,281.25
WATER MAINS REFINANCED	ART 43, 2002	12/19/12	3.986%	235,050		27,876.00	21,976.00	21,176.00	19,788.00	-	90,816.00
WATER SYSTEM	ART 20, 2008	10/15/06	3.883%	1,000,000	411,325	60,912.50	58,975.00	57,000.00	55,000.00	53,000.00	335,887.50
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	N/A	4,666,635	1,004,884	283,576.17	283,575.87	283,575.89	283,576.13	283,576.45	1,701,456.19
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	N/A	634,717	132,694	38,370.23	38,371.01	38,370.31	38,370.86	38,370.38	306,964.49
WATER SYSTEM	ART 20, 2003	12/1/07	3.918%	1,472,000	596,536	93,562.50	85,662.50	82,662.50	80,662.50	77,218.75	565,143.75
WATER SYSTEM	ART 34, 2005	12/1/07	3.926%	1,000,000	411,875	63,187.50	61,187.50	59,187.50	57,187.50	55,156.25	400,031.25
WATER TREATMENT PLANT	ART 34, 2010	12/22/11	2.436%	250,000	69,632	18,075.00	12,662.50	12,437.50	12,200.00	11,943.75	132,900.00
WTP GRANULAR CARBON	ART 33, 2010	12/22/11	1.545%	400,000	69,500	40,800.00	-	-	-	-	40,800.00
WATER MAINS	ART 31, 2010	12/19/12	2.458%	500,000	171,285	35,187.50	34,187.50	33,187.50	32,187.50	31,187.50	360,531.25
WATER TREATMENT PLANT PUMP	ART 44, 2011	12/19/12	1.451%	100,000	15,613	10,400.00	-	-	-	-	10,400.00
WATER MAIN CONSTRUCTION	ART 42, 2011	3/6/14	3.078%	500,000		37,531.26	36,281.26	35,031.26	33,781.26	32,531.26	407,312.58
WATER MAIN REPLACEMENT	ART 35, 2012	3/6/14	3.062%	1,439,000		105,087.50	101,587.50	98,087.50	94,587.50	91,087.50	1,140,475.00
HYDRANT REPLACEMENT	ART 46, 2013	3/6/14	2.065%	500,000		57,500.00	55,000.00	52,500.00	-	-	165,000.00
WATER MAIN REPLACEMENT	ART 41, 2013	3/6/14	3.078%	1,000,000		75,062.50	72,562.50	70,062.50	67,562.50	65,062.50	814,625.00
GAC REPLACEMENT	ART 33, 2010	3/6/14	2.027%	110,000		11,500.00	11,000.00	10,500.00	-	-	33,000.00
WATER DISTRIBUTION MAINTENANCE	ART 43,2012	6/19/15	2.043%	500,000		58,000.00	56,000.00	54,000.00	52,000.00	-	220,000.00
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013	6/19/15	2.043%	500,000		58,000.00	56,000.00	54,000.00	52,000.00	-	220,000.00
FIRE HYDRANT INFRAST MAINT 1	ART 46, 2016	6/19/15	2.043%	500,000		58,000.00	56,000.00	54,000.00	52,000.00	-	220,000.00
FIRE HYDRANT INFRAST MAINT 2	ART 22, 2014	6/19/15	2.043%	500,000		58,000.00	56,000.00	54,000.00	52,000.00	-	220,000.00
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011	6/19/15	2.022%	340,000		40,200.00	38,800.00	32,400.00	31,200.00	-	142,600.00
WATER STORAGE TANKS REHAB	ART 44, 2016	12/15/16	2.200%	1,375,800		166,187.00	162,190.00	153,065.00	148,340.00	142,940.00	906,342.00
WATER MAIN REPLACEMENT	ART 56, 2015	12/15/17	2.560%	1,308,000		127,950.00	124,800.00	120,300.00	110,925.00	106,675.00	1,248,975.00
WATER MAIN REPLACEMENT	ART 27, 2017	12/15/17	2.570%	464,300		43,200.00	42,150.00	40,650.00	39,150.00	37,650.00	435,150.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	12/15/17	2.520%	276,800		28,050.00	27,350.00	26,350.00	25,350.00	24,350.00	257,975.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	12/15/17	2.570%	464,300		43,200.00	42,150.00	40,650.00	39,150.00	37,650.00	435,150.00
WTP HEATING SYSTEM	ART 38, 2017	12/15/17	2.530%	93,500		7,200.00	7,025.00	6,775.00	6,525.00	6,275.00	72,525.00
WATER MAIN REPLACEMENT	ART 41, 2016	11/15/18	3.480%	500,000		44,625.00	43,375.00	42,125.00	40,875.00	39,625.00	622,125.00
WATER MAIN REPLACEMENT	ART 27, 2017	11/15/18	3.480%	1,500,000		133,875.00	130,125.00	126,375.00	122,625.00	118,875.00	1,866,375.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	11/15/18	3.100%	200,000		22,725.00	21,975.00	21,225.00	20,475.00	19,725.00	215,850.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	11/15/18	3.150%	90,000		13,050.00	7,675.00	7,425.00	7,175.00	6,925.00	89,050.00
WTP HEATING SYSTEM	ART 38, 2017	11/15/18	3.100%	100,000		13,550.00	13,050.00	12,550.00	7,175.00	6,925.00	100,050.00
WATER MAIN REPLACEMENT	ART 41, 2016	12/18/19	3.320%	500,000		41,781.26	40,531.26	39,281.26	38,031.26	36,781.26	612,953.27
WATER MAIN REPLACEMENT	ART 27, 2017	12/18/19	3.320%	597,000		50,000.00	48,500.00	47,000.00	45,500.00	44,000.00	728,000.00
WATER MAIN REPLACEMENT	ART 25, 2018	12/18/19	3.320%	3,000,000		250,687.50	243,187.50	235,687.50	228,187.50	220,687.50	3,677,718.75
WATER MAIN REPLACEMENT	ART 29, 2019	12/18/19	3.320%	2,000,000		167,125.00	162,125.00	157,125.00	152,125.00	147,125.00	2,451,812.50
WTP ELECTRICAL SUBSTATION REPLACEMENT	ART 27, 2018	12/17/20	1.499%	1,306,400		134,483.78	110,650.00	102,275.00	99,025.00	95,775.00	1,683,333.78
WATER MAIN REPLACEMENT (MCWT 0% INTEREST)						156,261.00	156,495.00	156,730.00	156,965.00	157,201.00	4,791,300.00
TOTAL WATER						2,823,766.70	2,663,795.40	2,574,485.97	2,301,102.51	1,988,319.10	28,152,747.07
SEWER DEBT											
SEWER SO MAIN ST (Betterment) REFI	ART 41, 1999	2/15/10	2.577%	2,460,000	720,014	244,800.00	-	-	-	-	244,800.00
SEWER FOREST HILLS (Betterment) REFI	ART 13, 2000	2/15/10	2.572%	1,674,000	487,042	163,200.00	-	-	-	-	163,200.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1.645%	1,941,350	374,490	192,750.00	182,025.00	-	-	-	374,775.00
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/01	1.639%	485,000	94,143	46,912.50	45,506.25	-	-	-	92,418.75
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1.780%	1,495,000	323,676	154,312.50	149,781.25	141,575.00	-	-	445,668.75
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/11	1.834%	1,798,550	404,632	212,775.00	201,581.25	197,193.75	-	-	611,550.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/19/12	1.706%	936,650	269,857	107,714.00	103,914.00	95,214.00	87,057.00	-	393,899.00
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	10/15/06	3.929%	1,000,000	411,325	60,912.50	58,975.00	57,000.00	55,000.00	53,000.00	335,887.50
SEWER SO MAIN ST (Betterment)	ART 41, 1999	10/15/06	3.939%	4,002,000	1,651,173	243,650.00	235,900.00	228,000.00	220,000.00	212,000.00	1,343,550.00
SEWER SO MAIN ST (Betterment)	ART 35, 2004	12/1/07	3.923%	1,225,000	496,950	75,825.00	73,425.00	71,025.00	68,625.00	66,187.50	480,037.50
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/1/07	3.919%	4,458,000	1,813,657	282,099.98	258,399.98	259,799.98	255,899.98	246,759.36	1,734,356.13
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	12/1/07	3.926%	500,000	205,938	31,593.76	30,593.76	29,593.76	28,593.76	27,578.13	200,015.68
SEWER	Art 33, 2006	3/15/09	3.881%	350,000	137,544	17,481.00	16,842.50	16,305.00	15,665.00	15,025.00	122,276.00
SEWER SHAWSHOEN OUTFALL	ART 33, 2007	3/15/09	3.958%	1,500,000	638,344	90,588.50	84,390.00	80,615.00	77,162.50	74,115.00	611,976.00
SEWER - DASCOMB ROAD (Betterment)	ART 36, 2007	3/15/09	3.958%	200,000	85,113	11,621.50	11,262.50	10,837.50	10,412.50	9,987.50	81,534.00
SEWER KIRKLAND ROAD (Betterment)	ART 41, 2007	3/15/09	3.847%	250,000	94,988	11,621.50	11,262.50	10,837.50	10,412.50	9,987.50	81,534.00
SEWER SHAWSHOEN PUMP STATION	ART 64, 2007	3/15/09	3.958%	200,000	85,113	11,621.50	11,262.50	10,837.50	10,412.50	9,987.50	81,534.00
SEWER SHAWSHOEN OUTFALL	ART 33, 2008	2/24/11	3.670%	300,000	125,101	21,131.26	20,531.26	19,931.26	19,331.26	18,731.26	184,218.84
SEWER	ART 46, 2010	12/22/11	2.501%	225,000	62,952	12,975.00	12,662.50	12,437.50	12,200.00	11,943.75	127,800.00
SEWER MAINS	ART 51, 2001	2/24/11	3.670%	200,000	83,400	14,087.50	13,687.50	13,287.50	12,887.50	12,487.50	122,812.50
SHAWSHOEN PUMPING STATION	ART 64, 2007	12/19/12	2.458%	100,000	68,514	14,075.00	13,675.00	13,275.00	12,875.00	12,475.00	144,212.50
REPAIR SANITARY SEWER	ART 33, 2006	12/19/12	2.277%	150,000							

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS DETAIL DEBT SCHEDULE BY FISCAL YEAR As of July 1, 2021 PRINCIPAL & INTEREST											
ISSUE	ARTICLE	LOAN DATE	RATE	TOTAL LOAN	AMOUNT	2022	2023	2024	2025	2026	TOTAL ALL YEARS
GENERAL FUND NON-EXEMPT											
SCHOOL DEBT											
SCHOOL RENOVATIONS	ART 11, 2005	12/19/12	1.829%	480,000		58,200.00	51,300.00	49,500.00	47,700.00	45,900.00	252,600.00
WEST EL - ASBESTOS	ART 12, 2002	10/15/06	3.922%	200,000	74,865	11,782.50	11,395.00	11,000.00	10,600.00	10,200.00	54,977.50
SCHOOL HVAC	ART 46, 2006	12/1/07	3.802%	200,000	61,915	14,840.00	14,280.00	-	-	-	29,120.00
WEST EL - ASBESTOS	ART 12, 2002	12/1/07	3.687%	100,000	25,531	5,300.00	5,100.00	-	-	-	10,400.00
SCHOOL RENOVATIONS	ART 17, 2006	12/1/07	3.714%	250,000	71,194	15,900.00	15,300.00	-	-	-	31,200.00
SCHOOL RENOVATIONS	ART 11, 2005	12/1/07	3.712%	500,000	147,050	31,800.00	30,600.00	-	-	-	62,400.00
SCHOOL RENOVATIONS	ART 17, 2006	3/15/09	3.902%	865,000	345,606	51,389.22	49,500.00	47,657.50	45,810.00	43,762.50	319,809.22
SCHOOL ROOF	ART 17, 2007	3/15/09	3.901%	1,480,000	590,325	91,219.83	88,020.00	84,725.00	81,225.00	77,725.00	547,877.33
SCHOOL RENOVATIONS	ART 28, 2007	3/15/09	3.887%	465,000	182,813	28,452.17	27,437.50	26,440.00	25,340.00	24,240.00	167,399.67
SCHOOL ROOF	ART 15, 2007	2/15/10	3.242%	1,500,000	574,400	103,200.00	100,000.00	96,800.00	93,600.00	85,500.00	717,600.00
SCHOOL REMODELING	ART 28, 2007	2/15/10	3.236%	300,000	110,919	19,500.00	18,900.00	18,300.00	17,700.00	17,100.00	139,200.00
SCHOOL REPAIRS	ART 27, 2008	2/15/10	3.227%	1,000,000	378,150	65,000.00	63,000.00	61,000.00	59,000.00	57,000.00	464,000.00
SCHOOL REMODELING	ART 28, 2007	2/24/11	3.567%	300,000	112,881	20,475.00	19,875.00	19,275.00	18,675.00	18,075.00	162,656.26
SCHOOL REPAIRS	ART 27, 2008	2/24/11	3.558%	810,000	308,553	54,600.00	53,000.00	51,400.00	49,800.00	48,200.00	433,750.00
SCHOOL REPAIRS	ART 56, 2009	2/24/11	3.583%	850,000	331,825	61,206.26	59,406.26	57,606.26	55,806.26	54,006.26	481,000.08
SCHOOL RENOVATIONS	ART 41, 2010	2/24/11	3.583%	2,000,000	834,003	140,875.00	136,875.00	132,875.00	128,875.00	124,875.00	1,228,125.00
SCHOOL REMODELING	ART 16, 2011	12/22/11	2.540%	925,000	276,258	58,387.50	56,981.25	55,968.75	54,900.00	53,746.88	575,100.05
WEST MIDDLE SCHOOL	ART 17, 2011	12/22/11	2.508%	655,000	192,742	44,137.50	43,043.75	37,312.50	36,600.00	35,631.25	393,668.75
SCHOOL ROOF REPAIRS	ART 41, 2010	12/22/11	2.531%	525,000	154,369	32,437.50	31,656.25	31,093.75	30,500.00	29,859.38	319,500.05
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	2/24/11	3.637%	650,000	280,108	42,262.50	41,062.50	39,862.50	38,662.50	37,462.50	368,437.50
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	12/19/12	2.177%	1,000,000	288,714	82,550.00	79,950.00	77,350.00	74,750.00	72,150.00	523,250.00
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	12/19/12	2.432%	530,000	174,314	35,187.50	34,187.50	33,187.50	32,187.50	31,187.50	360,531.26
BANCROFT SCHOOL	ART 1, 2013	3/6/14	3.061%	927,000		67,556.26	65,306.26	63,056.26	60,806.26	58,556.26	733,162.58
SCHOOL REPAIRS	ART 36, 2013	3/6/14	3.078%	900,000		67,556.26	65,306.26	63,056.26	60,806.26	58,556.26	733,162.58
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	3.078%	2,400,000		180,150.00	174,150.00	168,150.00	162,150.00	156,150.00	1,955,100.00
WEST MIDDLE HVAC	ART 38, 2013	3/6/14	2.641%	1,250,000		111,450.00	107,200.00	102,950.00	93,700.00	89,700.00	759,700.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	6/19/15	2.469%	1,500,000		131,000.00	127,000.00	123,000.00	119,000.00	115,000.00	1,045,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	2.770%	285,000		21,600.00	21,000.00	20,400.00	19,800.00	19,200.00	239,662.50
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	12/15/16	2.187%	432,500		53,075.00	51,725.00	50,375.00	49,000.00	42,300.00	279,625.00
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	12/15/16	2.195%	475,000		58,850.00	52,425.00	51,075.00	49,500.00	47,700.00	305,450.00
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	12/15/16	2.195%	475,000		58,850.00	52,425.00	51,075.00	49,500.00	47,700.00	305,450.00
COLLINS CENTER FAÇADE	ART 29, 2016	12/15/17	2.830%	1,700,000		134,950.00	131,975.00	127,725.00	123,475.00	119,225.00	1,820,200.00
HIGH PLAINWOODHILL AC UPGRADE	ART 45, 2017	12/15/17	2.200%	449,100		57,900.00	56,325.00	54,075.00	51,825.00	49,575.00	357,625.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	12/15/17	2.200%	360,000		45,150.00	43,925.00	42,175.00	40,425.00	38,675.00	282,800.00
COLLINS CENTER FAÇADE	ART 29, 2016	11/15/18	3.480%	300,000		26,775.00	26,025.00	25,275.00	24,525.00	23,775.00	373,275.00
HIGH PLAINWOODHILL AC UPGRADE	ART 45, 2017	11/15/18	2.710%	275,000		40,000.00	38,500.00	37,000.00	30,625.00	29,375.00	256,125.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	11/15/18	2.720%	370,000		53,500.00	51,500.00	44,625.00	42,875.00	41,125.00	346,500.00
MAJOR SCHOOL PROJECTS	ART 36, 2018	11/15/18	3.170%	722,000		77,950.00	75,450.00	72,950.00	70,450.00	67,950.00	796,450.00
SCHOOL IMPROVEMNTS - SANBORN ELEMENTARY	ART 39, 2015	12/18/19	2.320%	319,000		47,825.00	46,075.00	39,450.00	37,950.00	36,450.00	338,700.00
MAJOR SCHOOL PROJECTS	ART 28, 2019	12/17/20	1.499%	600,000		72,866.67	61,000.00	59,000.00	57,000.00	55,000.00	761,066.67
TOTAL SCHOOL	017102-5741					2,375,706.67	2,278,182.53	2,126,766.28	2,040,043.78	1,962,833.79	19,331,657.00

DEBT SERVICE INFORMATION

TOWN OF ANDOVER, MASSACHUSETTS DETAIL DEBT SCHEDULE BY FISCAL YEAR As of July 1, 2021 PRINCIPAL & INTEREST											
ISSUE	ARTICLE	LOAN DATE	RATE	TOTAL LOAN	AMOUNT	2022	2023	2024	2025	2026	TOTAL ALL YEARS
STREET											
BRIDGE CONSTRUCTION	ART 54, 2005	10/15/06	3.900%	250,000	86,665	11,782.50	11,395.00	11,000.00	10,600.00	10,200.00	54,977.50
STORM DRAINS	ART 50, 2008	3/15/09	3.958%	100,000	42,556	5,866.56	5,682.50	5,467.50	5,252.50	5,037.50	40,851.56
BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	3.757%	100,000	376,477	6,825.00	6,625.00	6,425.00	6,225.00	6,025.00	54,218.76
BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	3.757%	400,000	154,581	27,518.76	26,718.76	25,918.76	25,118.76	24,318.76	224,062.60
BRIDGE REPAIR	ART 24, 2011	12/22/11	2.552%	100,000	30,472	6,487.50	6,331.25	6,218.75	6,100.00	5,971.88	63,900.05
PARKING LOT	ART 25, 2011	12/22/11	2.072%	85,000	16,984	5,718.76	5,562.51	5,450.01	5,331.26	5,203.13	32,334.42
DRAINAGE	ART 33, 2011	12/22/11	2.552%	200,000	60,944	12,975.00	12,662.50	12,437.50	12,200.00	11,943.75	127,800.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	3.591%	280,000	109,478	20,287.50	19,687.50	19,087.50	18,487.50	17,887.50	157,012.50
BRIDGE REPAIR	ART 32, 2008	12/19/12	2.458%	200,000	68,514	14,075.00	13,675.00	13,275.00	12,875.00	12,475.00	144,212.50
STORM DRAINAGE	ART 33, 2011	12/19/12	2.458%	100,000	34,257	7,037.50	6,837.50	6,637.50	6,437.50	6,237.50	72,106.26
HIGH PLAIN/FISHBROOK	ART 42, 2012	12/19/12	2.272%	1,100,000	332,112	89,787.50	86,987.50	79,187.50	76,587.50	68,987.50	632,531.26
MINOR STORM DRAIN REPAIRS	ART 44, 2015	12/15/16	2.178%	285,400	34,778.50	34,386.00	33,486.00	32,436.00	31,386.00	30,336.00	282,740.50
SIDEWALK CONSTRUCTION - RIVER ST	ART 62, 2015	12/15/16	1.781%	197,100	37,656.50	-	-	-	-	-	37,656.50
ENMORE STREET RECONSTRUCTION	ART 29, 2017	11/15/18	2.730%	300,000	41,250.00	39,750.00	38,250.00	36,750.00	35,250.00	33,750.00	288,000.00
MINOR STORM DRAIN REPAIRS	ART 48, 2018	12/17/20	1.500%	100,000	16,523.33	14,050.00	13,550.00	13,050.00	12,550.00	12,050.00	125,073.33
TOTAL STREET	017102-5744					338,569.91	290,351.02	276,391.02	267,451.02	248,423.52	2,237,477.74
MUNICIPAL FACILITIES											
TOWN HVAC	ART 46, 2006	12/1/07	3.669%	250,000	75,073	16,960.00	16,320.00	-	-	-	33,280.00
TOWN BUILDING RENOVATION	ART 27, 2007	3/15/09	3.806%	255,000	93,156	16,619.67	10,975.00	10,545.00	10,212.50	9,777.50	76,189.67
TOWN BUILDING RENOVATION	ART 28, 2007	3/15/09	3.927%	290,000	119,138	17,460.50	16,847.50	16,192.50	15,537.50	14,882.50	111,948.00
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	3.929%	75,000	30,901	4,423.33	4,180.00	4,020.00	3,957.50	3,792.50	29,108.33
TOWN BUILDINGS	ART 27, 2007	2/15/10	3.230%	400,000	148,238	26,000.00	25,200.00	24,400.00	23,600.00	22,800.00	185,600.00
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	3.566%	650,000	250,061	47,150.00	45,750.00	44,350.00	42,950.00	41,550.00	359,512.50
TOWN BUILDING REPAIRS	ART 42, 2010	12/22/11	2.338%	163,000	41,767	11,812.50	11,500.00	11,275.00	6,100.00	5,971.88	79,450.05
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	2.552%	500,000	152,361	32,437.50	31,656.25	31,093.75	30,500.00	29,859.38	319,500.05
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	2.552%	100,000	30,472	6,487.50	6,331.25	6,218.75	6,100.00	5,971.88	63,900.05
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	2.658%	325,000	68,857	22,875.00	22,250.00	21,800.00	21,325.00	20,812.50	129,337.50
BLANCHARD ST BALLFIELDS	ART 57, 2009	2/24/11	2.947%	100,000	23,015	5,800.00	5,600.00	5,400.00	5,200.00	-	22,000.00
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	2.075%	200,000	53,235	18,100.00	17,500.00	11,900.00	11,500.00	11,100.00	91,100.00
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	2.035%	200,000	53,242	18,200.00	17,600.00	17,000.00	16,400.00	10,800.00	90,400.00
TOWN BUILDING REMODELING	ART 24, 2012	12/19/12	2.161%	400,000	111,905	31,750.00	30,750.00	29,750.00	28,750.00	27,750.00	201,250.00
BALMORAL FENCE/MASONRY	ART 28, 2012	12/19/12	1.999%	125,000	31,384	11,750.00	11,350.00	5,950.00	5,750.00	5,550.00	50,850.00
FIRE COMMUNICATIONS	ART 31, 2012	12/19/12	1.439%	200,000	31,707	20,800.00	-	-	-	-	20,800.00
TECHNOLOGY HARDWARE	ART 22, 2012	12/19/12	1.458%	1,600,000	265,783	182,000.00	-	-	-	-	182,000.00
YOUTH CENTER	ART 3, 2011 STM	3/6/14	3.078%	2,000,000	-	150,125.00	145,125.00	140,125.00	135,125.00	130,125.00	1,629,250.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	3/6/14	2.657%	300,000	26,425.00	25,425.00	24,425.00	23,425.00	22,425.00	21,425.00	185,800.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	6/19/15	2.005%	238,000	28,400.00	22,400.00	21,800.00	21,200.00	20,600.00	-	93,200.00
TOWN BLDG & FACILITY MAINTENANCE	ART 43, 2014	6/19/15	2.032%	467,000	52,200.00	50,400.00	48,600.00	46,800.00	45,000.00	-	198,000.00
PLAYGROUND REPLC & HANDICAP ACCESS	ART 41, 2014	6/19/15	2.043%	150,000	17,400.00	16,800.00	16,200.00	15,600.00	15,000.00	-	66,000.00
SAFETY & SECURITY UPGRADES	ART 38, 2015	12/15/16	2.188%	387,600	47,304.00	46,104.00	44,904.00	43,504.00	42,104.00	40,704.00	252,072.00
TOWN BUILDING REMODELING	ART 46, 2015	12/15/16	2.644%	1,153,400	105,226.00	104,450.00	97,125.00	94,500.00	91,500.00	88,500.00	987,426.00
PUBLIC WORKS VEHICLES	ART 26, 2016	12/15/16	1.780%	343,200	64,148.00	-	-	-	-	-	64,148.00
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	12/15/16	2.182%	333,000	41,145.00	40,095.00	39,045.00	37,995.00	36,945.00	35,895.00	213,485.00
TOWN BUILDING FACILITY & MAINTENANCE	ART 28, 2016	12/15/17	2.190%	315,250	38,550.00	37,500.00	36,000.00	34,500.00	33,000.00	31,500.00	236,425.00
MEMORIAL PLAYSTEAD PLAYGROUND	ART 57, 2016	12/15/17	2.190%	108,650	12,750.00	12,400.00	11,900.00	11,400.00	10,900.00	10,400.00	74,825.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/15/17	3.210%	8,868,000	476,500.00	474,725.00	474,725.00	474,725.00	474,725.00	474,725.00	12,805,792.00
MAJOR TOWN PROJECTS	ART 43, 2017	12/15/17	2.190%	288,300	38,050.00	37,000.00	35,500.00	34,000.00	32,500.00	31,000.00	223,925.00
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017	12/15/17	2.190%	270,800	32,250.00	31,375.00	30,125.00	28,875.00	27,625.00	26,375.00	202,000.00
SAFETY & COMMUNICATIONS UPGRADE PHASE II	ART 46, 2017	11/15/18	2.610%	300,000	45,625.00	43,875.00	42,125.00	40,375.00	38,625.00	36,875.00	268,750.00
MUNICIPAL SERVICES FACILITY I	ART 33, 2017	11/15/18	3.860%	5,000,000	299,375.00	299,500.00	299,375.00	299,000.00	298,375.00	297,750.00	8,096,475.00
MUNICIPAL SERVICES FACILITY II	ART 33, 2017	11/15/18	3.870%	3,000,000	177,425.00	174,675.00	171,675.00	168,675.00	165,675.00	162,675.00	4,936,650.00
TOWN BUILDING PROJECTS	ART 34, 2018	11/15/18	3.180%	775,000	84,675.00	82,125.00	79,375.00	76,625.00	73,875.00	71,125.00	655,375.00
TOWN & SCHOOL ENERGY EFFICIENCY	ART 35, 2018	11/15/18	2.700%	173,000	26,000.00	25,000.00	24,000.00	23,000.00	22,000.00	21,000.00	154,500.00
PUBLIC WORKS FREIGHTLINER	ART 41, 2017	11/15/18	3.370%	226,575	23,575.00	22,825.00	22,075.00	21,325.00	20,575.00	19,825.00	259,975.00
PUBLIC WORKS SIDEWALK PLOW & DUMP TRUCK	ART 41, 2017	11/15/18	2.550%	78,425	12,500.00	12,000.00	11,500.00	11,000.00	10,500.00	10,000.00	63,125.00
PUBLIC WORKS VEHICLES	ART 41, 2017	11/15/18	2.690%	145,000	20,375.00	19,625.00	18,875.00	18,125.00	17,375.00	16,625.00	137,125.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/18/19	3.320%	500,000	25,900.00	25,400.00	24,900.00	24,400.00	23,900.00	23,400.00	730,468.76
TOWN & SCHOOL ENERGY INITIATIVES	ART 44, 2017	12/18/19	3.320%	120,000	19,775.00	19,025.00	18,275.00	17,525.00	16,775.00	16,025.00	125,525.00
PUBLIC WORKS VEHICLES	ART 32, 2018	12/18/19	3.320%	420,000	62,225.00	59,975.00	57,725.00	55,475.00	53,225.00	50,975.00	453,725.00
BALLARDVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/18/19	3.320%	2,000,000	103,275.00	101,275.00	104,150.00	101,900.00	104,525.00	107,150.00	2,957,518.76
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/18/19	3.320%	1,000,000	51,656.26	50,656.26	49,656.26	53,531.26	52,281.26	51,031.26	1,476,084.53
TOWN & SCHOOL ENERGY INITIATIVES	ART 37, 2019	12/18/19	3.320%	200,000	28,300.00	27,300.00	26,300.00	25,300.00	24,300.00	23,300.00	218,800.00
BALLARDVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	1.499%	1,247,000	60,295.14	58,212.50	61,837.50	60,337.50	58,837.50	57,337.50	1,735,107.95
BALLARDVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	1.499%	2,753,000	128,478.82	127,631.26	129,756.26	128,756.26	127,756.26	126,756.26	3,861,475.95
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	1.499%	680,000	31,333.33	33,125.00	32,375.00	31,625.00	30,875.00	30,125.00	945,808.33
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	1.499%	320,000	17,425.07						

GENERAL INSURANCE

General Insurance

The General Insurance budget provides for the Property, Casualty and Workers' Compensation insurance coverage needs of the Town of Andover, including the Andover Public Schools. The Insurance Coordinator within the Finance Department handles all automobile, property and liability claims that impact town departments and employees. The Insurance Coordinator is responsible for submitting third party claims to insurance companies in order to recoup the cost of damages to the town's property whenever there is sufficient information available to do so.

GENERAL INSURANCE			FY2019	FY2020	FY2021	FY2022	FY2022
INSURANCE			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019452	GENERAL INSURANCE						
	5202	COMPREHENSIVE INS	\$489,108	\$521,190	\$635,965	\$640,000	\$640,000
	5711	WORKER'S COMP	\$775,496	\$492,148	\$589,956	\$600,000	\$600,000
	5975	TRANSFER TO TRUST	\$105,841	\$51,135	\$0	\$0	\$0
	SUBTOTAL		<u>\$1,370,445</u>	<u>\$1,064,473</u>	<u>\$1,225,921</u>	<u>\$1,240,000</u>	<u>\$1,240,000</u>
	TOTAL GENERAL INSURANCE		\$1,370,445	\$1,064,473	\$1,225,921	\$1,240,000	\$1,240,000

UNEMPLOYMENT COMPENSATION FUND

Unemployment Compensation Fund

This appropriation reimburses the unemployment compensation fund established by the Town in accordance with M.G.L. Chapter 40, Section 5E to provide for compensation costs assessed by the State Division of Employment Security. Payments are made to Department of Employment Security based upon actual claims costs.

	Beginning Balance	Appropriations	Earnings	Expenditures	Closing Balance
Fiscal 2020	\$374,190	\$160,000	\$6,274	\$146,711	\$374,563
Fiscal 2019	\$357,190	\$160,000	\$4,084	\$146,711	\$374,563
Fiscal 2018	\$286,342	\$160,000	\$3,145	\$92,297	\$357,190
Fiscal 2017	\$275,494	\$160,000	\$1,532	\$150,684	\$286,342
Fiscal 2016	\$265,422	\$158,000	\$758	\$148,686	\$275,494
Fiscal 2015	\$59,446	\$395,000	\$262	\$189,286	\$265,422
Fiscal 2014	\$15,112	\$200,000	\$148	\$155,814	\$59,446
Fiscal 2013	\$42,765	\$121,000	\$109	\$148,762	\$15,112
Fiscal 2012	\$160,407	\$100,000	\$267	\$217,909	\$42,765
Fiscal 2011	\$89,596	\$204,619	\$322	\$134,130	\$160,407

UNEMPLOYMENT COMPENSATION			FY2019	FY2020	FY2021	FY2022	FY2022
UNEMPLOYMENT			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019132	UNEMPLOYMENT COMPENSATION						
	5712	UNEMPLOYMENT COMP	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000
	SUBTOTAL		\$160,000	\$160,000	\$160,000	\$160,000	\$160,000
	TOTAL UNEMPLOYMENT COMP		\$160,000	\$160,000	\$160,000	\$160,000	\$160,000

HEALTH INSURANCE

Health Insurance Fund

The Town has established a health insurance trust fund in accordance with M.G.L. Chapter 32B, Section 3A to pay for health insurance claims and premiums. This budget covers health insurance costs for active and retired town and school employees.

On January 9, 2012 the Select Board accepted the new Municipal Health Insurance Reform Act (Chapter 69 of the Acts of 2011). This act allowed to the Town to adjust its health insurance plan design to match a benchmark plan within the GIC. An agreement between the Town and its collective bargaining units for FY13 saved the Town approximately \$1 million in increased premiums with the plan rates being reduced by 6%. The new plan design, which included higher deductibles and co-pays, offset by a modest reimbursement arrangement, and aided by good claims history, afforded the Town and subscribers a 0% increase, saving another \$1 million+ in premium avoidance costs. An additional \$1 million in premium cost avoidance was leveraged for FY15 by issuing a RFP that caused the incumbent carrier MIIA BC/BS to reduce its renewal rate from an initial +9.8% to just +2%. The budgetary increases in the health insurance appropriations during this period were largely due to new FTEs being added to the school budget.

On July 1, 2015 the Town became self-funded for health insurance. A deductible plan was implemented along with a 50% HRA reimbursement resulting on a 0% rate increase. On January 9, 2016 the Select Board voted, for the second time, to change health insurance benefits under MGL C32B Sections 21 and 22, as added by Chapter 69 of the Acts of 2011. This generated estimated savings of over \$1,400,000 and for the second year in a row resulted in a 0% rate increase. In April, 2016 the Andover Select Board voted to systematically increase the health insurance premium contribution split for retirees under the age of 65 to 50% by FY2020 and appropriate the savings to OPEB Trust Fund, which is estimated at \$769,703 for FY19. The FY18 health insurance budget increased by 7.55% which included a 5.1% rate increase. Beginning in FY18, all new employees will pay 30% towards the cost of their health insurance. This is estimated to save the Town \$160,917 in FY19 and more in future years.

The Town Manager's preliminary recommended FY22 appropriation for employee and retiree health insurance is \$23,147,462. This budget recommendation is based on an estimated increase in plan renewal rates effective July 1, 2021.

HEALTH INSURANCE			FY2019	FY2020	FY2021	FY2022	FY2022
HEALTH INSURANCE			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019142	HEALTH INSURANCE EXPENSES						
	5206	HEALTH INSURANCE	\$20,662,075	\$21,340,842	\$22,338,257	\$23,147,462	\$23,147,462
	SUBTOTAL		\$20,662,075	\$21,340,842	\$22,338,257	\$23,147,462	\$23,147,462
	TOTAL HEALTH INSURANCE		\$20,662,075	\$21,340,842	\$22,338,257	\$23,147,462	\$23,147,462

	BUDGET HEALTH INSURANCE	BUDGET RETIRED TEACHERS	TOTAL
FY2022 – TM Rec.	23,147,462		23,147,462
FY2021	22,338,257		22,338,257
FY2020	21,340,842		21,340,842
FY2019	20,662,075		20,662,075
FY2018	19,257,000		19,257,000
FY2017	17,905,037		17,905,037
FY2016	17,052,416		17,052,416
FY2015	15,670,957	* 214,134	15,885,091
FY2014	14,000,000	2,235,835	16,235,835
FY2013	13,790,500	1,954,609	15,745,109
FY2012	14,355,000	1,914,379	16,269,379

*As of 9/1/2015 the town assumed responsibility for retired teachers' health insurance from the GIC

OTHER POST EMPLOYMENT BENEFITS (OPEB)

Other Post Employment Benefits (OPEB)

The term Other Post Employment Benefits (OPEB) refers to retiree benefits other than pensions, which primarily means health insurance, but also includes benefits such as dental, vision, life, long-term disability and long-term care benefits, if and when offered. The Government Accounting Standards Board (GASB) issued Statement 43 “Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans” and Statement 45 “Accounting and Financial Reporting by Employers for Postemployment Benefit Plans Other Than Pensions” in 2004. These actions mandated that all U.S. governmental entities publically disclose their OPEB costs and liabilities starting in 2008, with the states and the largest municipalities phased in first, followed by smaller units of government.

The Town of Andover conducted its first actuarial OPEB analysis in 2009, and identified \$245 million in projected Actuarial Accrued Liabilities (AAL) through the year 2040. This was a fairly typical amount for a municipality of Andover’s size and number of employees. The Town conducted its second analysis in 2011, which resulted in \$215 million of projected Actuarial Accrued Liabilities over 30 years. The Town conducted its third analysis in 2013, which resulted in \$137 million of projected Actuarial Accrued Liabilities over 30 years.

The latest OPEB actuarial valuation was completed as of June 30, 2015. The Town’s AAL, using a partially funded interest rate of 4.25%, was calculated at \$184 million. This is an increase over the prior valuation of \$47 million due to using a lower interest rate and the effects of medical inflation. The Town’s Annual Required Contribution (ARC) was calculated at \$14.4 million per year, an increase of \$3.2 million. The ARC reflects the projected \$184 million total liability, amortized at 4.25% over 30 years. \$9.0 million of the ARC is attributed to school retirees, \$5.1 million to Town retirees and \$375k to Water and Sewer Enterprise retirees. All of the Town’s actuarial valuations and other OPEB reports can be viewed on the Town website at andoverma.gov

The Town of Andover has been working to manage its OPEB liabilities since 2010, when the Annual Town Meeting was asked to accept the provisions of Chapter 479 of the Acts of 2008 which allows municipalities to establish a special trust fund to hold funds towards the purpose of reducing their unfunded OPEB liability. Since that time the Town has been actively addressing its OPEB liability on two fronts though a combination of pre-funding and cost containment. This two-pronged approach has proven effective in reducing the Town’s long-term OPEB liability.

In April 2015 the Andover Select Board established an OPEB Committee to study and report on the complex issue of OPEB and to make recommendations relative to managing the liability. The Committee issued its report dated March 31, 2016. As a result of this report, in April, 2016 the Andover Select Board voted to systematically increase the premium contribution split for health insurance for retirees under the age of 65 to 50% by FY2020 and appropriate the savings to the OPEB trust Fund. Based on this action it is projected that the Town will fully fund its OPEB liability by FY2047.

The Town has been appropriating funding into its OPEB Trust Fund since 2010. Funding has been requested at each Annual Town Meeting from various funding sources. The 2018 Annual Town Meeting appropriated a total of \$1,811,888 into the OPEB Trust Fund from the following sources: \$647,185 from Gen. Fund (Art. 4); \$330,000 from water rates; \$65,000 from sewer rates, and \$769,703 from health insurance savings. The balance in the OPEB Trust Fund as of 6/30/18 was \$7,668,276 including interest.

For FY2022, the Town Manager is recommending a total appropriation of \$1,812,001 from the following sources: \$696,947 from Gen. Fund (Art. 4); \$115,975 from water and sewer rates, and \$999,079 from health insurance savings. The appropriation is a 2.5% increase from the FY 2021 budget. The next actuarial valuation will reflect these results of these reform measures.

OPEB			FY2019	FY2020	FY2021	FY2022	FY2022
OTHER POST EMPLOYMENT BENEFITS			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019152	OPEB						
	5950	FIXED COSTS	\$1,416,888	\$1,569,559	\$1,631,003	\$1,696,026	\$1,696,026
		SUBTOTAL	\$1,416,888	\$1,569,559	\$1,631,003	\$1,696,026	\$1,696,026
		TOTAL OPEB	\$1,416,888	\$1,569,559	\$1,631,003	\$1,696,026	\$1,696,026

RETIREMENT FUND

Retirement Fund

This account includes the annual appropriation requirement established by the Public Employee Retirement Administration Commission (PERAC) based upon the Andover Retirement Board's approved funding schedule. A five-member board administers the retirement program for all retired town, Andover Housing Authority and school employees (excluding school teachers, who retire under the Massachusetts Teachers' Retirement System). The Board is comprised of the Town Accountant, two members elected by the members of the retirement system, an appointee of the Select Board, and a member appointed by the other four Board members. The Andover Retirement Board updates its actuarial valuation every two years, at which time a new funding schedule is established. The latest approved funding schedule is shown below. This actuarial valuation schedule is as of 1/1/18. This funding schedule fully amortizes the unfunded actuarial liabilities by 2035.

Funding schedule

(1) Fiscal Year Ended June 30	(2) Employer Normal Cost	(3) Amortization of Remaining Unfunded Liability	(4) Actuarially Determined Contribution (ADC): (2) + (3)	(5) Total UAL	(6) Percent Increase in ADC Over Prior Year
2021	\$3,999,681	\$8,026,029	\$12,025,710	\$177,520,054	- -
2022	4,152,288	8,877,569	13,029,857	185,152,836	8.35%
2023	4,310,696	9,807,154	14,117,850	187,340,004	8.35%
2024	4,475,128	10,821,562	15,296,690	188,681,163	8.35%
2025	4,645,810	11,928,154	16,573,964	189,033,767	8.35%
2026	4,822,979	13,134,911	17,957,890	188,238,580	8.35%
2027	5,006,882	14,450,492	19,457,374	186,117,976	8.35%
2028	5,197,774	15,884,290	21,082,064	182,474,074	8.35%
2029	5,395,918	17,446,499	22,842,417	177,086,694	8.35%
2030	5,601,591	19,148,168	24,749,759	169,711,121	8.35%
2031	5,815,077	21,001,286	26,816,363	160,075,662	8.35%
2032	6,036,672	23,018,858	29,055,530	147,878,971	8.35%
2033	6,266,683	25,214,983	31,481,666	132,787,119	8.35%
2034	6,505,429	27,604,957	34,110,386	114,430,402	8.35%
2035	6,753,241	30,205,362	36,958,603	92,399,840	8.35%
2036	7,010,462	33,034,184	40,044,646	66,243,361	8.35%
2037	7,277,448	35,641,231	42,918,679	35,461,624	7.18%
2038	7,554,568	0	7,554,568	0	-82.40%

Notes:

Actuarially Determined Contributions are assumed to be paid on August 1.

Actuarially Determined Contribution for fiscal year 2021 is set equal to the budgeted amount determined with the prior valuation.

Item (2) reflects 3.5% growth in payroll as well as a 0.15% adjustment to total normal cost to reflect the effects of mortality improvement due to generational mortality assumption.

Projected normal cost does not reflect the future impact of pension reform for future hires.

Projected unfunded actuarial accrued liability reflects deferred investment gains.

Investment return for 2020 assumed to be 0.0%.

RETIREMENT		FY2019	FY2020	FY2021	FY2022	FY2022
RETIREMENT		ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
019112	RETIREMENT EXPENSES					
	5721 PENSION CONTRIBUTORY	\$10,371,338	\$11,410,355	\$13,610,301	\$12,897,390	\$12,897,390
	SUBTOTAL	\$10,371,338	\$11,410,355	\$13,610,301	\$12,897,390	\$12,897,390
	TOTAL RETIREMENT	\$10,371,338	\$11,410,355	\$13,610,301	\$12,897,390	\$12,897,390

The above funding schedule includes the Andover Housing Authority contribution which is not reflected in the town's budget.

COMPENSATION FUND / RESERVE FUND

Compensation Fund

The Compensation Fund, established by town bylaw, is a reserve for salary adjustments, and union and non-union wage settlements that may occur during the year. Any transfer from this fund requires the approval of the Select Board. All collective bargaining agreements have been settled and are included in department salary amounts.

COMPENSATION FUND			FY2019	FY2020	FY2021	FY2022	FY2022
COMPENSATION FUND			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011301	COMPENSATION FUND SALARIES						
	5199	COMPENSATION PLAN	\$0	\$0	\$174,718	\$155,326	\$155,326
	SUBTOTAL		\$0	\$0	\$174,718	\$155,326	\$155,326
	TOTAL COMPENSATION FUND		\$0	\$0	\$174,718	\$155,326	\$155,326

Reserve Fund

The Reserve Fund, authorized by state statute, provides town operations with funding for extraordinary or unforeseen expenditures occurring during the year. Transfer from this account requires the approval of the Finance Committee.

RESERVE FUND			FY2019	FY2020	FY2021	FY2022	FY2022
RESERVE FUND			ACTUAL	ACTUAL	BUDGET	DEPT REQ	TOWN MGR
011322	RESERVE FUND EXPENSES						
	5700	UNCLASSIFIED EXP	\$0	\$0	\$200,000	\$200,000	\$200,000
	SUBTOTAL		\$0	\$0	\$200,000	\$200,000	\$200,000
	TOTAL RESERVE FUND		\$0	\$0	\$200,000	\$200,000	\$200,000

SECTION 6



REVENUE & EXPENDITURE PROJECTIONS

REVENUE & EXPENDITURE PROJECTIONS

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TOWN OF ANDOVER Long Range Projection FY2022-FY2026

	FY 2021	Dollar Change	Percent Change	FY 2022	Dollar Change	Percent Change	FY 2023	Dollar Change	Percent Change	FY 2024	Dollar Change	Percent Change	FY 2025	Dollar Change	Percent Change	FY 2026	Dollar Change	Percent Change
I REVENUE																		
A. Property Taxes	150,531,621	7,930,671	5.56%	157,043,309	6,511,689	4.33%	162,900,814	5,857,505	3.73%	168,904,756	6,003,942	3.69%	175,058,797	6,154,041	3.64%	181,366,689	6,307,892	3.60%
Prior Year Levy	3,763,291	198,267	5.56%	3,926,083	162,792	4.33%	4,072,520	146,438	3.73%	4,222,619	150,099	3.69%	4,376,470	153,851	3.64%	4,534,167	157,697	3.60%
2.12% Increase	2,748,398	(1,617,249)	-57.04%	1,931,422	(816,970)	-42.28%	1,300,000	-	0.00%	1,300,000	-	0.00%	1,300,000	-	0.00%	1,300,000	-	0.00%
New Growth	1,094,769	1,617,966	59.66%	3,003,961	784,769	72.34%	3,300,000	292,609	8.74%	3,600,000	299,171	8.12%	3,900,000	299,171	8.12%	4,200,000	299,171	8.12%
Unvoted Excess Levy Capacity	3,590,110	(252,879)	-7.04%	3,003,961	(586,149)	-19.34%	2,681,726	(322,235)	-12.13%	2,359,491	(342,235)	-12.13%	2,017,256	(342,235)	-12.13%	1,675,021	(342,235)	-12.13%
Exempt Debt Service	13,999,924	24,045	0.17%	14,221,462	221,538	1.58%	14,497,501	276,039	1.94%	14,779,041	281,540	1.94%	15,066,211	287,170	1.94%	15,359,125	292,914	1.94%
Total Property Taxes	159,480,650	7,876,776	5.20%	165,604,775	6,176,125	3.83%	171,286,482	5,687,107	3.33%	177,051,406	5,764,924	3.33%	183,278,596	6,227,190	3.33%	189,668,356	6,380,759	3.49%
B. State Aid	11,063,618	(2,022,520)	-18.28%	9,041,098	(2,022,520)	-22.37%	7,018,578	(2,022,520)	-22.37%	5,000,000	(2,022,520)	-22.37%	3,000,000	(2,022,520)	-22.37%	1,000,000	(2,022,520)	-22.37%
C. Local Receipts	3,428,870	818,870	0.00%	1,983,372	(1,445,498)	-73.34%	2,866,639	883,267	45.50%	2,520,019	3,965,517	157.34%	1,788,509	885,242	49.50%	1,288,140	(2,677,377)	-207.09%
D. Free Cash for CIP & Articles	2,162,090	10,448	0.49%	2,055,726	(106,364)	-4.92%	2,118,306	62,580	3.04%	2,183,076	64,770	3.00%	2,250,583	67,507	3.05%	2,320,046	69,463	3.10%
E. Other Revenues - Indirects, Cable, Bond Prem	190,143,152	6,707,619	3.56%	195,263,906	5,120,754	2.65%	202,891,267	7,627,361	3.91%	208,803,097	5,911,830	2.89%	214,767,303	5,964,206	2.77%	221,226,119	6,458,816	3.01%
TOTAL REVENUES																		
II APPROPRIATIONS - Debt/Obligations/Capital																		
A. Capital & Debt Service	7,224,376	518,501	7.73%	7,988,629	764,253	10.58%	8,453,899	465,270	5.52%	9,377,503	923,604	10.99%	10,689,000	1,311,497	13.22%	11,232,425	543,425	4.99%
Non-Exempt Debt Service	3,801,449	(257,661)	-6.78%	3,068,924	(732,525)	-23.75%	2,740,312	(328,612)	-12.01%	2,344,818	(395,494)	-14.43%	2,257,739	(87,079)	-3.71%	2,175,532	(82,207)	-3.69%
Exempt Debt Service	1,911,108	(2,052,590)	-107.43%	3,010,000	1,098,892	57.50%	3,000,000	(10,000)	-0.33%	2,300,000	(700,000)	-29.67%	1,450,000	(850,000)	-58.33%	1,250,000	(200,000)	-15.19%
Cash Capital Outlay	12,736,933	(1,757,750)	-13.80%	14,067,553	1,330,620	10.45%	14,194,211	126,658	0.90%	14,152,321	(41,890)	-0.30%	14,406,739	254,418	1.80%	14,657,957	251,218	1.74%
B. Obligations - Fixed Costs	13,610,301	2,199,946	16.16%	12,897,390	(712,911)	-5.24%	14,117,850	1,220,460	9.46%	15,266,690	1,148,840	7.43%	16,573,964	1,307,274	8.35%	17,957,890	1,383,926	8.35%
Retirement	1,225,921	161,447	13.17%	1,364,000	1,418,079	103.66%	1,364,000	124,000	9.10%	1,500,400	136,400	9.03%	1,650,440	150,040	9.09%	1,815,484	165,044	9.09%
Insurance/Workers Comp	160,000	-	0.00%	160,000	-	0.00%	160,000	-	0.00%	160,000	-	0.00%	160,000	-	0.00%	160,000	-	0.00%
Unemployment Compensation	23,885,014	1,255,870	5.55%	24,742,244	857,230	3.59%	26,721,623	1,979,379	8.00%	28,659,353	2,137,730	8.00%	31,188,101	2,528,748	8.00%	33,661,549	2,473,448	8.00%
Health Insurance	(851,054)	-	0.00%	(999,079)	-	0.00%	(1,039,042)	-	0.00%	(1,080,604)	-	0.00%	(1,123,628)	-	0.00%	(1,168,761)	-	0.00%
Less: Retiree Savings To OPEB	(595,703)	-	0.00%	(595,703)	-	0.00%	(595,703)	-	0.00%	(595,703)	-	0.00%	(595,703)	-	0.00%	(595,703)	-	0.00%
Less: New Employee Contribution Split	22,338,257	997,415	4.67%	23,147,462	809,205	3.62%	24,740,475	1,593,013	6.88%	26,387,705	1,647,230	6.66%	28,625,408	2,237,703	8.48%	31,045,526	2,420,118	8.45%
Total Health Insurance	1,631,003	16,584	1.02%	1,696,026	65,023	3.86%	1,753,413	57,387	3.28%	1,812,834	59,421	3.28%	1,874,364	61,530	3.28%	1,939,081	64,717	3.28%
OPEB	951,054	44,860	4.73%	999,079	48,025	5.05%	1,039,042	39,963	4.00%	1,080,604	41,562	4.00%	1,123,628	43,024	4.00%	1,168,761	44,933	4.00%
OPEB Original	51,702,414	4,676,122	9.34%	53,208,431	1,506,017	2.91%	54,333,950	1,125,519	2.10%	55,118,051	784,101	1.43%	55,633,721	514,670	0.93%	56,000,000	366,279	0.66%
OPEB Additional Retiree Savings	734,586	16,384	2.28%	807,721	73,135	9.96%	827,914	20,193	2.50%	848,612	20,698	2.50%	869,827	21,215	2.50%	891,573	21,746	2.50%
C. State Assessments	55,035	9,314	16.94%	55,035	-	0.00%	55,035	-	0.00%	55,035	-	0.00%	55,035	-	0.00%	55,035	-	0.00%
D. Other Aid - Assistance to Libraries	740,000	92,861	12.55%	800,000	60,000	7.50%	824,000	24,000	2.90%	848,720	24,720	2.90%	874,182	25,462	2.90%	900,407	26,225	3.00%
E. Technical School Assessment	706,453	(562,743)	-79.80%	700,000	(6,453)	-0.91%	900,000	200,000	28.57%	900,000	-	0.00%	1,200,000	300,000	33.33%	900,000	(300,000)	-33.33%
F. Overlay Reserve	31,000	(2,000)	-6.45%	17,000	(14,000)	-82.35%	31,000	14,000	45.16%	31,000	-	0.00%	31,000	-	0.00%	31,000	-	0.00%
G. Warrant Articles - From Taxation	3,428,870	818,870	0.00%	1,983,372	(1,445,498)	-73.34%	2,866,639	883,267	45.50%	2,520,019	3,965,517	157.34%	1,788,509	885,242	49.50%	1,288,140	(2,677,377)	-207.09%
H. Warrant Articles - From Free Cash	-	-	0.00%	1,983,372	(1,445,498)	-73.34%	2,866,639	883,267	45.50%	2,520,019	3,965,517	157.34%	1,788,509	885,242	49.50%	1,288,140	(2,677,377)	-207.09%
I. Other - Court Judgments & Deficits	-	-	0.00%	174,631	174,631	100.00%	150,000	(24,631)	-13.91%	150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%
Total Debt/Obligations/Capital	57,399,358	5,048,798	9.11%	57,747,190	347,832	0.61%	61,989,538	4,242,348	7.34%	64,972,437	2,982,897	4.81%	68,252,771	3,280,334	4.89%	71,808,702	3,556,925	5.15%
III APPROPRIATIONS - Town & School Operations																		
Town	43,497,094	1,389,549	3.30%	44,693,264	1,196,170	2.75%	45,922,329	1,229,065	2.75%	47,185,193	1,262,864	2.75%	48,482,786	1,297,593	2.75%	49,816,062	1,333,277	2.75%
Unfunded Liability Offset	-	-	0.00%	230,000	230,000	100.00%	230,000	-	0.00%	230,000	-	0.00%	230,000	-	0.00%	230,000	-	0.00%
Total Town	43,497,094	1,389,549	3.30%	44,923,264	1,196,170	2.75%	46,152,329	1,229,065	2.75%	47,415,193	1,262,864	2.75%	48,712,786	1,297,593	2.75%	50,046,062	1,333,277	2.75%
School	89,246,701	3,316,893	3.86%	92,593,452	3,346,751	3.75%	96,085,706	3,472,254	3.75%	99,668,170	3,581,717	3.75%	103,405,727	3,737,556	3.75%	107,283,441	3,877,715	3.75%
Total Appropriations for Operations	132,743,795	4,706,442	3.68%	137,516,716	4,542,921	3.42%	141,988,035	4,701,319	3.42%	146,853,363	4,864,581	3.42%	151,888,512	5,035,149	3.42%	157,099,504	5,210,991	3.42%
TOTAL APPROPRIATIONS	190,143,153	9,755,239	5.32%	195,263,906	4,417,363	2.32%	202,891,267	8,713,667	4.46%	211,255,800	7,548,227	3.70%	220,141,283	8,615,483	4.07%	228,908,206	8,766,923	3.98%
BALANCE	(0)	-	0.00%	0	-	0.00%	(1,086,906)	-	0.00%	(2,122,702)	-	0.00%	(5,353,990)	-	0.00%	(7,668,088)	-	0.00%

Projection models New Growth at 10 Year Ad Average, Cherry Sheet FY22 H1 Chap 70 1.4%UGGA Inc 3.5% , Local Receipts based on trend analysis on base with COVID Reductions, Town at 2.75% (plus .55% ULO), School at 3.75% FY22 CIP \$3,010,000 - 5.62% , \$300,000 Under Levy Limit, Retirement 8.35% Escalation (6.25% - 2037)/Health 3.62%

REVENUE & EXPENDITURE PROJECTIONS

REVENUE AND EXPENDITURE PROJECTIONS		8/12/20	2/5/21	FY2023	FY2024	FY2025	FY2026	FY22 ASSUMPTIONS
REVENUES		FY2021	FY2022	PROJECTION	PROJECTION	PROJECTION	PROJECTION	
PROPERTY TAXES								
Prior year Tax Levy Limit		150,531,621	157,043,309	162,900,814	168,904,756	175,038,797	181,366,689	Beginning tax levy limit based on full levy FY21
Annual Increase		3,763,291	3,926,083	4,072,520	4,222,619	4,376,470	4,534,167	Additional 2.5% allowed by law
Certified New Growth		2,748,398	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	New growth estimate based on 3-yr. avg.
Unused Tax Levy Capacity		(1,084,769)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	Unused Levy ATM 2015
TOTAL		155,938,540	162,600,814	168,604,756	174,758,797	181,066,689	187,532,279	
ADDITIONAL PROP 2 1/2 PROPERTY TAXES								
Debt Service Exclusion (Existing)		3,601,449	3,068,924	2,740,312	2,344,818	2,257,739	2,175,532	Existing bonded projects
Less Premium Adjustment		(71,339)	(58,586)	(64,963)	(52,209)	(45,832)	(39,455)	Per Town Act calculation
TOTAL		3,530,110	3,003,961	2,681,726	2,292,609	2,211,907	2,136,077	
STATE AID								
Chapter 70 Education Aid		11,668,291	11,837,131	12,073,874	12,315,531	12,561,658	12,812,891	Governor's Budget House 1 1/27/21
Charter Tuition/Capital Assessment Reimbursement		21,868	30,341	30,341	30,341	30,341	30,341	Level Fund at FY21
Reserve for Direct Expenditures (C/S Offsets)		56,035	56,035	56,035	56,035	56,035	56,035	Level Fund at FY21
Veterans Benefits		56,331	44,665	44,665	44,665	44,665	44,665	Level Fund at FY21
Vet, Blind, Surv Spouse Exempt		70,808	61,887	61,887	61,887	61,887	61,887	Level Fund at FY21
State Owned Land		229,168	227,590	227,590	227,590	227,590	227,590	Level Fund at FY21
General Municipal Aid		1,897,423	1,963,833	2,003,110	2,043,172	2,084,035	2,125,716	Increase 2%
TOTAL		13,999,924	14,221,482	14,497,501	14,779,041	15,066,211	15,359,125	
GENERAL LOCAL REVENUES								
Motor Vehicle Excise		5,445,856	5,508,149	5,563,230	5,618,863	5,675,051	5,731,802	Increase 5% FY21 Reduced by 15% COVID/Increase 1% FY23-FY26
Licenses/Permits		2,408,496	2,100,000	2,121,000	2,142,210	2,163,632	2,185,268	Increase 5% FY21 Reduced by 24% COVID/Increase 1% FY23-FY26
Ponalties/Interest		480,000	480,000	480,000	480,000	480,000	480,000	Level Fund FY21
Fees		227,000	227,000	227,000	227,000	227,000	227,000	Level Fund FY21
General Government		371,339	371,339	371,339	371,339	371,339	371,339	Level Fund FY21
Fees		61,000	61,000	61,000	61,000	61,000	61,000	Level Fund FY21
Investment Income		395,918	200,000	204,000	208,080	212,242	216,486	Reduce Market Conditions/Increase 2% FY23-FY26
Main Tax		424,009	500,000	550,000	605,000	665,500	732,050	Reduce COVID/Increase 10% FY23-FY26
Hotel/Motel Excise		640,000	1,310,313	1,893,000	1,893,000	1,893,000	1,893,000	Reduce COVID/Increase Close to FY21 for FY22 and FY23/Level FY24-FY26
Medicaid Reimbursement		180,000	200,000	200,000	200,000	200,000	200,000	Reduce Regulation Change FY20
Miscellaneous/PILOTS		430,000	440,750	451,769	463,063	474,640	486,506	Increase 2.5%
TOTAL		11,063,618	11,398,551	12,122,338	12,269,555	12,423,404	12,584,451	
OFFSET LOCAL REVENUES								
Community Services		593,510	393,510	393,510	393,510	393,510	393,510	Based on avail bal/reserved direct exp within dept. budgets
Elder Services		106,000	106,000	106,000	106,000	106,000	106,000	"
Municipal Facilities		80,000	20,000	80,000	80,000	80,000	80,000	"
Spring Grove Cemetery		60,000	60,000	60,000	60,000	60,000	60,000	"
Police Off-Duty Fee		90,000	60,000	90,000	90,000	90,000	90,000	"
Ambulance		1,350,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	"
TOTAL		2,279,510	1,889,510	1,979,510	1,979,510	1,979,510	1,979,510	
ENTERPRISE FUNDS								
Water and Sewer Rates and Operating Reserves		15,797,666	16,224,886	16,620,257	16,791,298	16,808,384	17,083,251	
TOTAL		15,797,666	16,224,886	16,620,257	16,791,298	16,808,384	17,083,251	
OTHER AVAILABLE FUNDS- BUDGET								
Off-Street Parking Fund (Operating Budget)		210,656	151,960	145,000	145,000	145,000	145,000	Reserved direct expenditure in GF Dept Budget
Youth Services		25,000	25,000	25,000	25,000	25,000	25,000	"
Cable - Technology P&I		189,000	-	-	-	-	-	Actual Debt Offset - Final Payment FY22
Cemetery Perpetual Care		6,000	6,000	6,000	6,000	6,000	6,000	Cemetery Maintenance
Autover Youth Foundation		30,000	30,000	30,000	30,000	30,000	30,000	Youth Center Exp
CD&P Wetland fees		25,000	25,000	25,000	25,000	25,000	25,000	Wetlands
TOTAL		485,656	237,960	231,000	231,000	231,000	231,000	
OTHER AVAILABLE FUNDS- ARTICLES								
Cable IT		200,000	-	-	-	-	-	
Cable Operating		385,975	-	-	-	-	-	
Water/Sewer Reserves Articles		975,000	375,000	550,000	1,050,000	997,000	472,000	DPW12-S125K, DPW24-S100K, DPW30-S150K
Water/Sewer Reserves Operating		1,114,357	444,386	807,714	1,339,457	2,820,224	3,093,575	Water Sewer Projections 10/31/19
Overlay Surplus		20,000	10,000	-	-	-	-	
Parking Funds		-	-	-	-	-	-	
Elder Service Stabilization Transfer		12,000	-	-	-	-	-	
Debt Re-Purpose		-	-	-	-	-	-	
Columbia C&S Settlement		-	-	-	-	-	-	
Bond Premium Stabilization		100,000	100,000	100,000	100,000	100,000	100,000	
TOTAL		2,807,332	929,386	1,457,714	2,489,457	3,917,224	3,665,575	
FREE CASH								
Capital Projects Articles		3,428,870	1,983,372	2,866,639	2,520,019	1,768,509	1,288,140	IT/DPW CIP FY22-FY26
Operating Budget		-	-	-	-	-	-	
Other Articles		-	-	-	-	-	-	
TOTAL		3,428,870	1,983,372	2,866,639	2,520,019	1,768,509	1,288,140	
* GRAND TOTAL REVENUES *		209,351,226	212,489,922	221,061,443	228,111,286	235,472,838	241,859,408	
INCREASE OVER PRIOR YEAR		-5.20%	1.50%	4.00%	3.20%	3.20%	2.70%	

REVENUE & EXPENDITURE PROJECTIONS

REVENUE AND EXPENDITURE PROJECTIONS												
EXPENDITURES												
	FY2021	8/12/20	FY2022	FY2023	FY2024	FY2025	FY2026	FY22 ASSUMPTIONS				
	RECAP	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROJECTION					
OBLIGATIONS	Retirement	13,610,301	12,897,390	14,117,850	15,296,690	16,573,964	17,957,890	ARB 1/20 Funded 2037/6.25%/8.35% Escalation Incl AHA				
	Insurance/Workers Comp	1,225,921	1,240,000	1,364,000	1,500,400	1,650,440	1,815,484	Premium Based Program				
	Unemployment Compensation	160,000	160,000	164,000	168,100	172,303	176,610	Increase 2.5%				
	Health Insurance	23,885,014	24,742,244	26,721,623	28,859,353	31,168,101	33,661,549	Increase 3.5% FY22, 8% FY23-FY26				
	Health Insurance Savings Offset to OPEB	(951,054)	(999,079)	(1,039,042)	(1,080,604)	(1,123,828)	(1,168,781)	Retiree Savings to OPEB/Contribution Change				
	Health Insurance Savings New Employees Contributions	(595,703)	(595,703)	(942,106)	(1,391,044)	(1,418,865)	(1,447,242)	EFF 7/1/17 Emp 30%/Town 70% HMO Plans 20 New per Yr				
	State Assessments	734,586	807,721	827,914	848,612	869,827	891,573	Increase 2.5%				
	Overlay	706,455	700,000	900,000	900,000	900,000	900,000	Revaluation FY25				
	OPEB Original	679,949	696,947	714,371	732,230	750,536	769,300	Increase 2.5%				
	OPEB Additional Retiree Savings	951,054	999,079	1,039,042	1,080,604	1,123,828	1,168,781	Per OPEB Funding Schedule				
	Technical Schools	740,000	800,000	824,000	848,720	874,182	900,407	Increase 3%				
	Water and Sewer Operating/Debt Budget	8,690,784	14,413,546	15,109,666	15,747,678	17,178,025	17,656,779	Per TM Projection OPEB E&I Retirement Included/FY22 Debt Included				
	Reserve for Direct Expenditures	56,035	56,035	56,035	56,035	56,035	56,035	Cherry street offsets				
	Other Local Expenditures (Deficits to be Raised)	-	174,631	150,000	150,000	150,000	150,000	Overlay/court judgments, deficits to be raised				
	TOTAL	49,893,341	56,092,811	60,007,353	63,716,774	69,224,548	73,488,385					
DEBT SERVICE	Existing Non-Exempt General Fund Debt	5,827,465	6,791,371	6,167,227	5,891,180	5,641,656	5,213,119	Actual Debt				
	Appropriated/Not Borrowed Non- Exempt General Fund	1,022,911	1,012,258	1,283,789	1,523,270	1,485,584	1,447,899	Per 2/5/21 GF Debt Analysis				
	New General Fund CIP PROJECTS	-	-	817,883	1,978,053	3,386,760	4,386,407	Per 2/5/21 GF Debt Analysis				
	Cable Funds - Technology	189,000	-	-	-	-	-	Actual Cable Funds Offset				
	BAN Interest non-exempt	80,000	80,000	80,000	80,000	80,000	80,000	Actual Debt				
	General Fund Bond Issue Expense	105,000	105,000	105,000	105,000	105,000	105,000	Per 2/5/21 Water/Sewer Debt Analysis				
	Existing Water and Sewer Debt	4,945,136	-	-	-	-	-	W&S Debt Moved to Operating Budget Above				
	New Water and Sewer CIP PROJECTS	1,068,013	-	-	-	-	-	Actual Debt				
	Water and sewer BAN interest/bond expense	35,000	-	-	-	-	-	Per 2/5/21 Water/Sewer Debt Analysis				
	New Exempt Debt	-	-	-	-	-	-	W&S Debt Moved to Operating Budget Above				
	Existing Exempt Debt - School and Public Safety Center	3,601,449	3,068,924	2,740,312	2,344,818	2,257,739	2,175,532	Actual Debt				
	TOTAL	16,873,974	11,057,553	11,194,211	11,922,321	12,956,739	13,407,957					
	Capital Projects Fund from taxation	1,911,108	3,010,000	3,000,000	2,230,000	1,450,000	1,250,000	FY22-FY26 CIP Requests-5.72% Free Cash to Balance FY23-FY26				
	Capital Projects Fund from taxation	1,911,108	3,010,000	3,000,000	2,230,000	1,450,000	1,250,000					
	OFFSET/AVAILABLE FUNDS EXPENDITURES											
Offset Local Revenues	2,279,510	1,889,510	1,889,510	1,889,510	1,889,510	1,889,510	Parking(\$151,960)/Wetlands(\$25,000)/AYF(\$30,000)/AYS(\$25,000)					
Other Available Funds- Budget	290,656	231,960	231,960	231,960	231,960	231,960						
TOTAL	2,570,166	2,121,470	2,121,470	2,121,470	2,121,470	2,121,470						
ARTICLES	Transfer to Stabilization Fund	-	-	-	-	-	-					
	Capital Projects Articles - Free Cash	3,428,870	1,983,372	2,866,639	2,520,019	1,768,509	1,288,140					
	Operating Budget (S&I) - FY18 - Free Cash	-	-	-	-	-	-					
	Articles from Water/Sewer reserves/rates	1,275,000	675,000	550,000	1,050,000	997,000	472,000	DPW12-\$125K, DPW24-\$100K, DPW30-\$150K				
	Parking Funds	-	-	-	-	-	-					
	Elder Services Stabilization Transfer	-	-	-	-	-	-					
	Cable Operating	12,000	-	-	-	-	-					
	Articles from taxation	385,975	17,000	31,000	31,000	31,000	31,000	Transp-\$12K Civic Events-\$5K				
	Debt Re-Purpose	31,000	-	-	-	-	-					
	Columbia Gas Settlement	-	-	-	-	-	-					
	Other Available Funds	226,000	16,000	16,000	16,000	16,000	16,000	Cemetery-\$6K Overlay \$10,000				
	TOTAL	5,338,845	2,691,372	3,463,639	3,617,019	2,812,509	1,807,140					
	* TOTAL DEDUCTIONS *	76,607,434	74,973,206	79,786,673	83,607,585	88,565,266	92,074,952					
	BAL. FOR TOWN & SCHOOL OPERATING BUDGET	132,743,792	137,516,716	141,274,770	144,503,701	146,907,573	149,784,456					
	\$ INCREASE FOR TOWN & SCHOOL OPERATING BUDGET	4,706,438	4,772,924	3,758,053	3,228,931	2,403,872	2,876,883					
% INCREASE OVER PRIOR YEAR	3.68%	3.60%	2.73%	2.29%	1.66%	1.96%						
SCHOOL OPERATING BUDGET												
\$ Inc/Dec	88,197,375	91,369,581	93,865,087	96,015,715	97,610,692	99,524,979						
% Inc/Dec	3,128,051	3,172,206	2,495,507	2,150,627	1,594,978	1,914,287						
	3.68%	3.60%	2.73%	2.29%	1.66%	1.96%						
TOWN OPERATING BUDGET (inc Water/Sewer Allow)												
\$ Inc/Dec	44,548,292	46,151,617	47,411,556	48,497,281	49,302,335	50,268,661						
% Inc/Dec	1,580,263	1,603,325	1,259,939	1,085,725	805,055	966,326						
	3.68%	3.60%	2.73%	2.29%	1.66%	1.96%						

SECTION 7



PROPERTY TAX INFORMATION

PROPERTY TAX INFORMATION

PROPOSITION 2½ AND ANDOVER

WHAT IS PROPOSITION 2½?

The **Property Tax Levy** is the total amount a community raises in real and personal property taxes. The levy is calculated by taking the total amount that the town is authorized to spend during the fiscal year (the sum of all appropriation votes of Town Meeting plus any state or county assessments or other bills the town must pay not requiring Town Meeting approval) and subtracting anticipated state and local revenues.

The **Levy Limit** is a restriction placed on the Tax Levy by a state law known as **Proposition 2½**. The town's Levy Limit is automatically increased 2½% each year. In addition, a community is allowed to increase its levy limit to reflect growth of its tax base due to development.

Proposition 2½ limits the total a town is allowed to raise from property taxes. It is important to understand that the **Levy Limit** gets the 2½% increase. The Town's total revenues, the budgets, the tax rate, and the individual's property tax bill can all increase by different percentages in the same fiscal year and still be within Proposition 2½.

A community does not have to tax up to its levy limit, but it cannot exceed its levy limit unless voters approve an override or exclusion. Andover has been in full compliance with Proposition 2½ since its enactment. For many years, Andover did not tax up to its levy limit. The budgets adopted by Town Meeting required property tax levies which were lower than the maximum allowed under the law. In recent years Andover's property tax levy has been very close to its levy limit.

If Town Meeting votes to spend more than the Town can expect to collect in revenues, Proposition 2½ provides local options for increasing the Levy Limit by passing, by majority vote in an election, an override, capital outlay exclusion, or debt exclusion. **The Levy Limit can be increased only by popular vote in a referendum, not by Town Meeting.** The State enforces Proposition 2½ by not allowing a Town to set its tax rate until it can prove that it has a balanced budget.

By passing an **Override** a community can assess a specific amount of property taxes in addition to its Levy Limit. The ballot question can specify the use of these additional revenues for the first year. An override results in a permanent increase in the Levy Limit. It is intended for funding ongoing programs.

By passing a **Debt Exclusion** a community can assess additional taxes to pay the debt service (principal and interest costs) for a specific capital project. The additional amount is added to the Levy Limit for the life of the debt only. Each year that a payment must be made for that project, the Levy Limit is first calculated as usual and then the extra amount from the debt exclusion is added. Unlike overrides, exclusions do not become part of the base used to calculate future years' levy limits.

By passing a **Capital Outlay Expenditure Exclusion** a community can assess additional taxes to pay for a specific project or major equipment purchase. The additional amount to pay for the project is added to the Levy Limit only for the year in which the project is undertaken. The amounts excluded for these one-time expenditures do not become part of the base. Capital outlay exclusions can only be used for expenditures which could be bonded.

THE OVERRIDE PROCESS

Increasing taxes to pay for additional services, projects, or purchases is a two-step process. A referendum is necessary to increase the Levy Limit so that the Town can collect the additional taxes. Town Meeting must vote to authorize the spending of any Town funds. A 4/5 vote of the Select Board is required to place an override or exclusion question on the ballot. When scheduling an election, time must be allowed for legal notice requirements, printing of ballots, voter registration and absentee voting. State law establishes specific requirements regarding the wording of ballot questions.

PROPERTY TAX INFORMATION

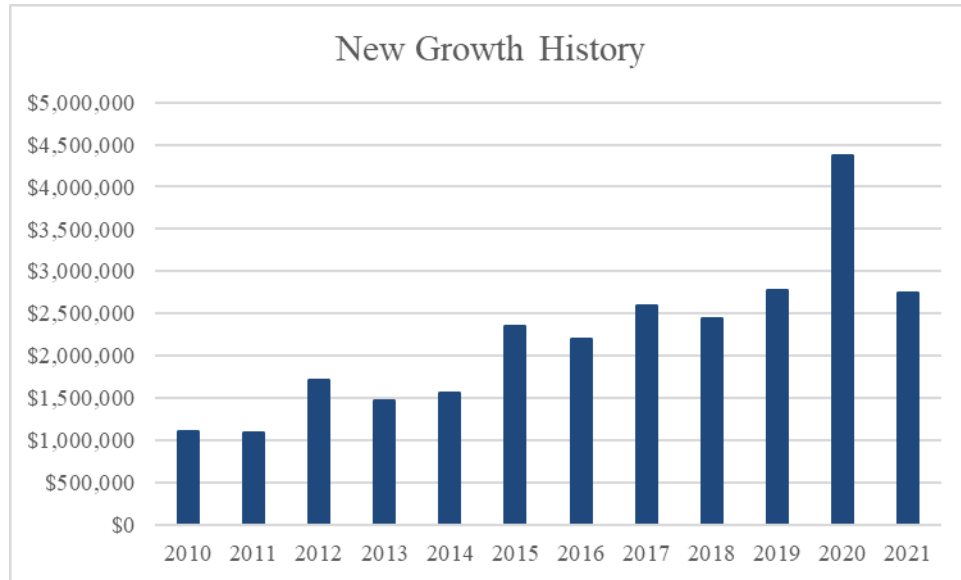
Property Tax Limit History

<i>Fiscal Year</i>	Prop 2 1/2 Tax Levy Limit Prior Year	Actual Tax Levy Within 2 1/2	Excess Tax Levy Capacity	Additional Taxes Debt Exclusion	Total Tax Levy	% Increase Total Tax
2022*	162,900,815	162,600,815	300,000	3,003,961	165,604,776	3.8%
2021	157,043,310	155,958,541	1,084,769	3,530,110	159,488,651	5.2%
2020	150,531,621	147,828,886	2,702,735	3,782,989	151,611,875	4.3%
2019	142,600,950	141,467,385	1,133,565	3,902,896	145,370,281	4.3%
2018	136,417,581	135,311,707	1,105,875	4,040,852	139,352,559	4.8%
2017	130,709,371	129,385,935	1,323,436	3,597,424	132,983,359	4.1%
2016	124,996,152	123,392,381	1,603,771	4,304,490	127,696,871	4.5%
2015	119,797,140	117,795,354	2,001,786	4,438,406	122,233,760	4.0%
2014	114,580,069	114,227,432	352,637	3,278,583	117,506,015	5.0%
2013	110,260,241	109,544,429	715,812	2,349,085	111,893,514	2.8%
2012	106,128,017	105,926,697	201,320	2,947,458	108,874,155	4.1%
2011	101,868,863	101,747,938	70,925	2,860,362	104,608,300	3.3%
2010	98,313,489	98,252,625	60,864	3,037,491	101,290,116	3.4%
2009	94,838,978	94,802,906	36,072	3,173,848	97,976,754	4.1%
2008	91,201,846	91,167,791	34,055	2,909,928	94,077,719	4.2%
2007	87,189,479	87,150,494	38,985	3,110,789	90,261,283	-
*Projection - based on budget and warrant article recommendations for the 2021 Annual Town Meeting						

Tax Growth from New Construction Activities

<i>Fiscal Year</i>	Residential/Open Space	Commercial/ Industrial	Personal Property	New Growth Total	New Growth Town Meeting Estimate
2021	490,212	142,881	2,115,305	2,748,398	1,931,422
2020	1,322,590	648,436	2,394,621	4,365,647	2,471,589
2019	1,470,670	371,791	930,468	2,772,929	2,229,752
2018	1,132,911	478,376	829,189	2,440,476	2,039,798
2017	682,379	59,777	1,846,160	2,588,316	1,800,000
2016	852,206	353,649	998,228	2,204,083	1,800,000
2015	692,776	122,768	1,536,599	2,352,143	1,500,000
2014	593,070	107,515	863,155	1,563,740	1,500,000
2013	714,513	14,767	749,742	1,479,022	1,300,000
2012	470,623	71,686	1,170,123	1,712,432	1,097,538
2011	305,829	57,071	734,640	1,097,539	1,000,000
2010	271,613	109,918	722,005	1,103,536	1,500,000
2009	404,757	21,446	930,883	1,357,086	2,000,000
2008	772,937	328,929	730,764	1,832,630	2,000,000
2007	1,217,388	610,248	329,005	2,156,641	1,200,000

PROPERTY TAX INFORMATION



Calculation of FY2021 Property Tax Levy Limit

FY2020 TAX LEVY LIMIT	\$150,531,621	Beginning amount for FY2021
2.5% of FY2020 Levy Limit	3,763,291	
New Growth	<u>2,748,398</u>	Actual New Growth for FY2021
FY2021 TAX LEVY LIMIT	\$157,043,310	FY2021 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2021 EXEMPT DEBT SERVICE	<u>\$3,530,110</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2021 TOTAL TAX LEVY LIMIT	\$160,573,420	Estimated Maximum property taxes allowable for Fiscal Year 2021
Less		
FY2021 TAX LEVY	\$159,488,651	Estimated Amount of property taxes for Fiscal Year 2021
Equals		
FY2021 EXCESS TAX CAPACITY	\$1,084,769	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

Calculation of FY2022 Property Tax Levy Limit

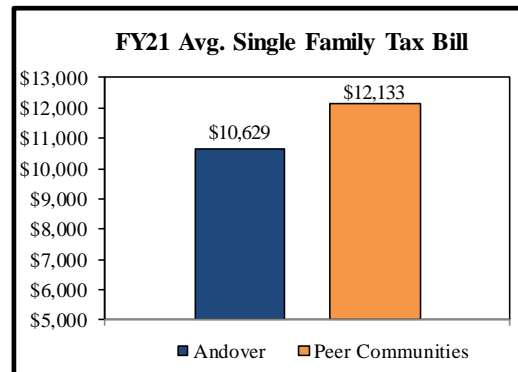
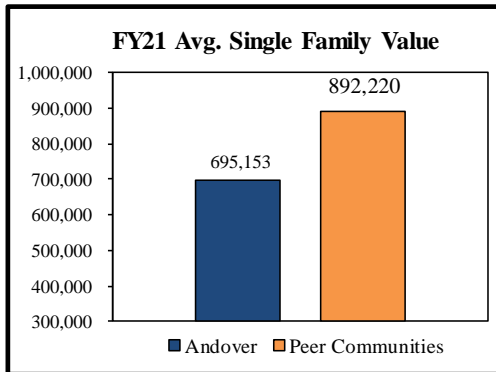
FY2021 TAX LEVY LIMIT	\$157,043,310	Beginning amount for FY2022
2.5% of FY2021 Levy Limit	3,926,083	
New Growth	<u>1,931,422</u>	Tax increase based on 10 year adjusted average of tax value of new construction
FY2022 TAX LEVY LIMIT	\$162,900,814	FY2022 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2022 EXEMPT DEBT SERVICE	<u>\$3,003,961</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2022 TOTAL TAX LEVY LIMIT	\$165,904,775	Estimated Maximum property taxes allowable for Fiscal Year 2022
Less		
FY2022 TAX LEVY	\$165,604,775	Estimated Amount of property taxes for Fiscal Year 2022
Equals		
FY2022 EXCESS TAX CAPACITY	\$300,000	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

Proposition 2 1/2 - A state law enacted in 1980, Proposition 2 1/2 regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund town and school budgets.

PROPERTY TAX INFORMATION

FY21 Comparative Residential Tax Information

AAA Bond Rated Suburban Municipalities



Data Source: DOR/DLS Database

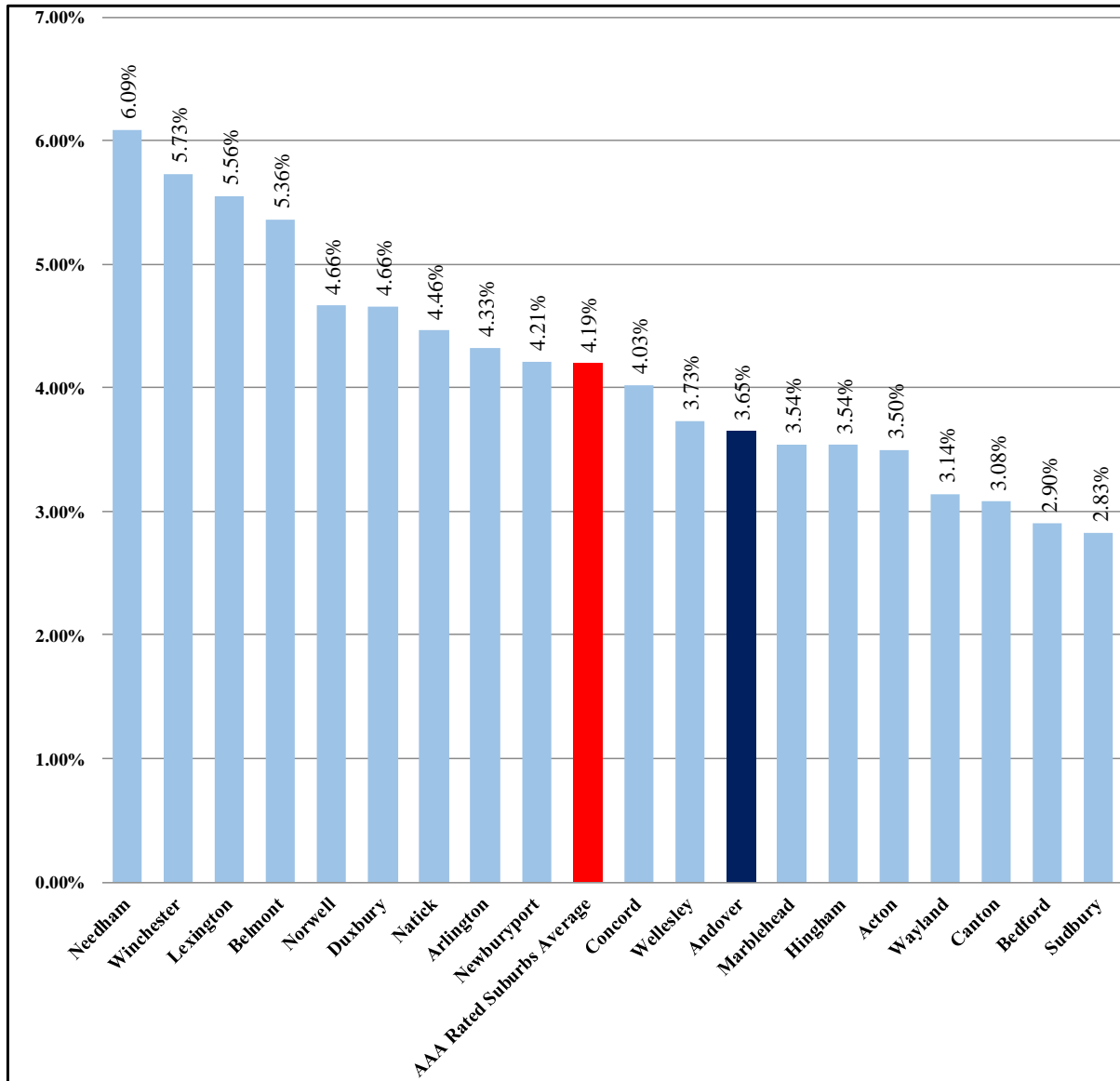
Note: The "Peer Group Average" category consists of data from the following Andover comparable "AAA" rated suburbs: Acton; Arlington; Belmont; Canton; Concord; Duxbury; Hingham; Lexington; Marblehead; Natick; Needham; Newburyport; Norwell; Sudbury; Wayland; Wellesley Westwood; and Winchester.

FY2021 Valuation Breakdown - Single Family Homes

Valuation Range (\$)	Number of Parcels	Percent of Total
\$0 to \$300,000	37	0.18%
\$300,001 to \$400,000	275	1.91%
\$400,001 to \$500,000	1,213	10.62%
\$500,001 to \$600,000	2,203	23.21%
\$600,001 to \$700,000	1,914	23.61%
\$700,001 to \$800,000	1,038	14.78%
\$800,001 to \$1,000,000	1,180	19.92%
\$1,000,001 and Up	855	5.77%
<i>Total</i>	<i>8,715</i>	<i>100%</i>

PROPERTY TAX INFORMATION

10 Year Avg. Annual % Increase In Single Family Tax Bills AAA Bond Rated Suburbs - FY12 to FY21



	Average Average Single Family Tax Bill - FY2012	Average Single Family Tax Bill - FY2021	Average 10 Year \$ Increase in SF Tax Bill	Average Yearly \$ Increase in SF Tax Bill	Average 10 Year % Increase in SF Tax Bill	Average Yearly % Increase in SF Tax Bill
Andover	\$7,786	\$10,629	\$2,843	\$292	36.5%	3.65%
AAA Rated Suburbs Average	\$8,548	\$12,133	\$3,585	\$359	41.9%	4.19%

Source of Data: Massachusetts Department of Revenue, Division of Local Services

SECTION 8



CAPITAL IMPROVEMENT PROGRAM (CIP)

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2022 CAPITAL IMPROVEMENT PROGRAM (CIP) TOWN MANAGER'S RECOMMENDATIONS AND FUNDING SUMMARY

The Town's Department Heads submitted CIP requests totaling \$27.2 million for FY2022. Those requests were thoroughly discussed and considered during a series of internal group and individual review sessions. Based on the results of those sessions and the projected availability of funds as of this date, the Town Manager recommends a total FY22 CIP of \$22,713,651 from the following funding sources:

General Fund Revenue:	\$ 3,010,000
Free Cash:	\$ 1,983,372
General Fund Borrowing:	\$ 6,595,000
Special Dedicated Funds:	\$ 1,550,279
Water & Sewer Enterprise Funds:	\$ 9,375,000
Town Manager's Total CIP Recommendation for FY22:	<u>\$ 22,513,651</u>

From General Fund Revenue:

It is recommended that the following capital projects be funded with General Fund Revenue. This is the annual "pay-as-you-go" funding from FY2022 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

TM-1	Participatory Capital Budgeting	\$20,000
CDP-1	Master Plan Compilation and Completion	\$30,000
CDP-14	Shawsheen River Master Plan	\$40,000
SUS-1	Climate and Sustainability Action Plan	\$47,000
POL-1	Police Vehicle Replacement	\$205,000
POL-2	Mobile Camera Trailer System	\$50,000
FR-2	Radio Box Repeater System	\$38,000
FR-5	Multiband Portable Radios	\$50,000
DPW-7a	Public Works Vehicles - Small	\$145,000
DPW-28	Spring Grove Cemetery Improvements	\$20,000
FAC-1	Town Projects - Buildings	\$400,000
FAC-2	Town Projects – Mech. & Electrical	\$325,000
FAC-3	Town & School Security Projects	\$125,000
FAC-4	Town Vehicle Replacement	\$70,000
FAC-5	Town Park and Playground Improvements	\$260,000
SCH-1	School Projects – All Schools	\$735,000
SCH-2	School Projects – By Building	<u>\$450,000</u>
Total from General Fund Revenue		\$3,010,000

From Free Cash:

It is recommended that the following projects, that would normally be funded by borrowing, be funded with Free Cash to save on long-term interest costs:

IT-1	Annual Staff Device Refresh	\$627,744
IT-2	Annual Student Device Refresh	\$418,128

CAPITAL IMPROVEMENT PROGRAM

IT-3	IT Platforms and Infrastructure	\$687,500
DPW-2	Minor Sidewalk Repairs	<u>\$250,000</u>
Total from Free Cash		\$1,983,372

From General Fund Borrowing:

It is recommended that the following capital projects be funded through General Fund Borrowing:

CDP-4	HMD-Circulation and Street Construction	\$500,000
LIB-1	Renovate Ground Level for Library Makerspace	\$225,000
FR-1	Fire Apparatus Replacements	\$360,000
FR-4	Fire Bi-Directional Amplifier System	\$200,000
DPW-7b	Public Works Vehicles – Large	\$400,000
TM-2	Sidewalk Program	\$950,000
FAC-6	Major Town Projects	\$605,000
FAC-7	Town & School Energy Initiatives	\$530,000
SCH-5	Major School Projects	<u>\$2,825,000</u>
Total from General Fund Borrowing		6,595,000

From General Fund Exempt Borrowing

TBD

From Special Dedicated Funds:

It is recommended that the following capital programs be funded through Special Dedicated Funds:

DPW-1	Annual Road Maintenance (Chapter 90)	<u>\$1,364,279</u>
Total from Special Dedicated Funds		\$1,364,276

From Water and Sewer Enterprise Funds:

It is recommended that the following capital projects be funded through Water and Sewer Enterprise Funds:

DPW-12	Water & Sewer Vehicles (WER)	\$125,000
DPW-14	Water Main Replacement Projects (WEB)	\$6,000,000
DPW-20	WTP Generator (WEB)	\$2,500,000
DPW-24	Minor Sanitary Sewer Collections System Imp (SER)	\$100,000
DPW-29	Fish Brook Intake Replacement (WEB)	\$500,000
DPW-30	Inflow/Infiltration Removal Program (SER)	<u>\$150,000</u>
Total from Water & Sewer Enterprise Funds		<u>\$9,375,000</u>

CIP Total for FY22	<u>\$22,327,651</u>
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CAPITAL IMPROVEMENT PROGRAM

TOWN OF ANDOVER TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM FY2022 - FY2026

Req. #	Request Title	Dept. Req. FY2022	TM's Rec. FY2022	TM's Plan FY2023	TM's Plan FY2024	TM's Plan FY2025	TM's Plan FY2026	Town Manager's Comments
General Fund Revenue (Capital Projects Fund)								
IM-1	Participatory Capital Budgeting	\$50,000	\$20,000	\$50,000	\$75,000	\$75,000	\$100,000	Supports Funding \$20,000 for FY22
CDP-1	Master Plan Completion and Completion	\$55,000	\$30,000					Supports Funding \$30,000 for FY22
CDP-2	Wayfinding Signage	\$15,000	\$0					Does Not Support Funding for FY22
CDP-3	Historic Mill District Circulation and Street Design (School St, Edge St & Lupton Rd)	\$25,000	\$0					Does Not Support Funding for FY22
CDP-5	Boving Green Feasibility Study				\$20,000	\$150,000		Placeholder for Future Need
CDP-6	Bicycle & Pedestrian Master Plan	\$40,000	\$0					Does Not Support Funding for FY22
CDP-7	Conservation Land Management	\$15,000	\$0	\$15,000	\$15,000	\$15,000	\$15,000	Does Not Support Funding for FY22
CDP-11	Record Scanning Project			\$100,000	\$100,000	\$100,000	\$100,000	Placeholder for Future Need
CDP-12	Conservation Field Mower	\$29,000	\$0					Does Not Support Funding for FY22
CDP-13	Reichold Site Restoration/Leveling Planning	\$24,000	\$0					Does Not Support Funding for FY22
CDP-14	Shawheen River Master Plan	\$75,000	\$40,000					Supports Funding \$40,000 for FY22
CDP-15	Shawheen Pedestrian Bridge Feasibility Study	\$35,000	\$0					Does Not Support Funding for FY22
SUS-1	Climate and Sustainability Action Plan	\$47,000	\$47,000	\$40,000				Supports Department's Request for FY22
FIN-1	MUNIS Financial Software Improvements			\$15,000		\$15,000		Placeholder for Future Need
POL-1	Police Vehicle Replacement	\$205,000	\$205,000	\$205,000	\$225,000	\$225,000	\$225,000	Supports Department's Request for FY22
POL-2	Mobile Camera Trailer System	\$50,000	\$50,000					Supports Department's Request for FY22
POL-3	UAS Unmanned Aerial System	\$30,000	\$0					Does Not Support Funding for FY22
FR-1	Fire Apparatus Replacement (See General Fund Borrowing)	\$72,000	\$0	\$72,000	\$72,000	\$150,000		Does Not Support Funding for FY22
FR-2	Radio Box Repeater System	\$38,000	\$38,000					Supports Department's Request for FY22
FR-5	Multiband Portable Radios	\$50,000	\$50,000					Supports Department's Request for FY22
FR-6	Fire Rescue CAD/RMS Programming and Training	\$100,000	\$0					Does Not Support Funding for FY22
DPW-6	Storm Water Management	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	Does Not Support Funding for FY22
DPW-7a	Public Works Vehicles - Small	\$398,000	\$145,000	\$115,000	\$122,000	\$145,000	\$182,000	Supports Funding \$145,000 for FY22
DPW-15	Hazard Tree Removal	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	Does Not Support Funding for FY22
DPW-19	Stormwater Infrastructure Condition Assessment Program	\$50,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	Does Not Support Funding for FY22
DPW-28	Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Supports Department's Request for FY22
FAC-1	Town Projects - Building Division	\$400,000	\$400,000	\$410,000	\$420,000	\$430,000	\$440,000	Supports Department's Request for FY22
FAC-2	Town Projects - Mechanical & Electrical Division	\$325,000	\$325,000	\$335,000	\$345,000	\$355,000	\$365,000	Supports Department's Request for FY22
FAC-3	Town & School Security Projects	\$125,000	\$125,000	\$265,000	\$255,000	\$250,000	\$240,000	Supports Department's Request for FY22
FAC-4	Town Vehicle Replacement	\$70,000	\$70,000	\$170,000	\$150,000	\$135,000	\$143,000	Supports Department's Request for FY22
FAC-5	Town Parks and Playground Improvements (See General Fund Borrowing FY22 & FY23)	\$260,000	\$260,000	\$770,000	\$585,000			Supports Department's Request for FY22
SCH-1	School Projects - All Schools	\$735,000	\$735,000	\$765,000	\$775,000	\$790,000	\$795,000	Supports Department's Request for FY22
SCH-2	School Projects - By Building	\$450,000	\$450,000	\$985,000	\$690,000	\$500,000	\$367,000	Supports Department's Request for FY22
Total General Fund Revenue		\$4,038,000	\$3,010,000	\$4,632,000	\$4,169,000	\$3,655,000	\$3,242,000	

CAPITAL IMPROVEMENT PROGRAM

TOWN OF ANDOVER TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM FY2022 - FY2026

Free Cash									
IT-1	Annual Staff Device Refresh	\$727,744	\$627,744	\$727,045	\$703,727	\$674,695	\$695,712	Supports Department's Request for FY22	
IT-2	Annual Student Device Refresh	\$518,128	\$418,128	\$515,094	\$448,792	\$336,314	\$289,928	Supports Department's Request for FY22	
IT-3	IT Platforms and Infrastructure	\$737,500	\$687,500	\$1,374,500	\$1,117,500	\$307,500	\$52,500	Supports Department's Request for FY22	
DPW-2	Minor Sidewalk Repairs	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	Supports Department's Request for FY22	
	Total Free Cash	\$2,233,372	\$1,983,372	\$2,866,639	\$2,520,019	\$1,768,509	\$1,288,140		
General Fund Borrowing									
CDP-3	Historic Mill District- Circulation and Street Design- School St, Ridge St & Lupton Rd			TBD				Placeholder for Future Need	
CDP-4	Historic Mill District- Circulation and St Construction- (Intersect, Warrenton & Red Spring)	\$500,000	\$500,000					Supports Department's Request for FY22	
LIB-1	Renovate Ground Level for Library/Marketplace	\$225,000	\$225,000					Supports Department's Request for FY22	
FR-1	Fire Apparatus Replacement (See also General Fund Revenue FY22-FY23)	\$360,000	\$360,000		\$370,000		\$1,300,000	Supports Department's Request for FY22	
FR-4	Public Safety/Bi-Directional Amplifier System - Doherty/Middle School	\$200,000	\$200,000					Supports Department's Request for FY22	
DPW-3	Road Maintenance (Not included in Projected Debt)	\$1,250,000	\$0	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	Does Not Support Funding	
DPW-7b	Public Works Vehicles - Large	\$400,000	\$400,000	\$620,000	\$510,000	\$625,000	\$520,000	Supports Department's Request for FY22	
DPW-8	Minor Storm Drain Improvements			\$300,000		\$300,000		Placeholder for Future Need	
DPW-9	Town Bridge Evaluation & Maintenance				\$500,000			Placeholder for Future Need	
DPW-10	Reconstruction of Existing Sidewalks	\$956,000	\$0	\$574,000	\$1,314,000	\$798,000	\$912,000	Does Not Support Funding - See TM-2	
DPW-11	New Sidewalk Construction	\$1,196,000	\$0	\$1,155,000	\$1,999,000	\$824,000	\$2,826,000	Does Not Support Funding - See TM-2	
TM-2	Sidewalk Program	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000	Supports Department's Request for FY22	
FAC-5	Town Parks and Playground Improvements (See also General Fund Revenue FY22-FY24)					\$1,300,000	\$1,100,000	Placeholder for Future Need	
FAC-6	Major Town Projects	\$605,000	\$605,000	\$1,490,000	\$2,000,000	\$1,000,000	\$1,750,000	Supports Department's Request for FY22	
FAC-7	Town & School Energy Initiatives	\$530,000	\$530,000	\$715,000	\$765,000	\$865,000	\$735,000	Supports Department's Request for FY22	
SCH-5	Major School Projects	\$2,825,000	\$2,825,000	\$7,350,000	\$5,625,000	\$7,300,000	\$3,650,000	Supports Department's Request for FY22	
	Total General Fund Borrowing	\$9,997,000	\$6,595,000	\$14,404,000	\$15,283,000	\$15,412,000	\$14,993,000		
General Fund Exempt Borrowing									
SCH-6	West Elementary/Shawheen Pre-School Construction		TBD						
	Total General Fund Exempt Borrowing	\$0	\$0	\$0	\$0	\$0	\$0		
Special Dedicated Funds									
DPW-1	Major Annual Road Maintenance (Ch 90)	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	Supports Department's Request for FY22	
	Total Special Dedicated Funds	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279		
Water & Sewer Enterprise Funds									
DPW-12	Water & Sewer Vehicles (WER)	\$125,000	\$125,000	\$250,000	\$190,000	\$112,000	\$172,000	Supports Department's Request for FY22	
DPW-13	Filter Backwash Discharge Tank (WEB)				\$5,100,000			Placeholder for Future Need	
DPW-14	Water Main Replacement Projects (WEB)	\$6,000,000	\$6,000,000	\$6,000,000	\$5,000,000	\$5,000,000	\$5,000,000	Supports Department's Request for FY22	
DPW-17	Hydrant Replacement Program (WER)			\$50,000	\$50,000	\$50,000	\$50,000	Placeholder for Future Need	
DPW-18	Water Treatment GAC Replacement (WER)				\$560,000	\$385,000		Placeholder for Future Need	
DPW-20	Water Treatment Plant Generator	\$2,500,000	\$2,500,000					Supports Department's Request for FY22	
DPW-24	Minor Sanitary Sewer Collections System Imp (SER)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	Supports Department's Request for FY22	
DPW-29	Fish Brook Intake Replacement (WEB)	\$500,000	\$500,000		\$10,500,000			Supports Department's Request for FY22	
DPW-30	Inflow Infiltration (I/I) Removal Program (SER)	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	Supports Department's Request for FY22	
	Total Water & Sewer Enterprise Funds	\$9,375,000	\$9,375,000	\$6,550,000	\$21,650,000	\$5,997,000	\$5,472,000		
	Total All Requests	\$27,007,651	\$22,327,651	\$29,816,918	\$44,986,298	\$38,196,788	\$26,359,419		

SECTION 9



BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET PROCESS

The Town of Andover operates under state statutes, the Town Charter (Chapter 571 of the Acts of 1956, as amended), and locally adopted by-laws. The Charter establishes a Select Board/Town Manager/Open Town Meeting form of government. The five-member Select Board are per the Andover Charter "...the makers of policy of the Town government, except as otherwise directed by Statutes or by the Town Charter" (Section 1 – Select Board). The Town Manager serves as the chief executive officer of town government (Section 10 – Powers and Duties).

Preliminary Revenue and Expenditure Projections are prepared for the next fiscal year by the end of October, and are included in the Town Manager's Recommended Capital Improvement Program (CIP). The preliminary projections may be discussed and refined in planning sessions with members of the Select Board, School Committee and Finance Committee. The projections assist in establishing forthcoming budget instructions and preparation guidelines.

The Charter requires that all boards, officers and committees annually submit in writing to the Town Manager a detailed estimate of the appropriations required for the efficient and proper conduct of their respective departments and offices for the next fiscal year (Section 15 – Estimate of Expenditures). In late November the Finance Director distributes budget instructions, guidelines and worksheets to all departments on behalf of the Town Manager. All department/division heads prepare their budget requests for the next fiscal year starting July 1, and submit them to the Finance Director and Town Manager by the end of December. During the month of January, the Town Manager and Finance Director meet with each department/division head to review and discuss their respective budget requests.

The Charter requires the Town Manager to submit his recommended budget to the Select Board and Finance Committee on or before a date established by Town By-law (Section 15 - Estimate of Expenditures). Town By-law, Article IV, Section 6, stipulates that the annual budget shall be submitted to those bodies on or before the first Friday of February of each year. After submitting his recommended budget to the Select Board and Finance Committee, the Town Manager presents it at a public meeting shortly thereafter.

During the months of February and March the Select Board and Finance Committee conduct a series of joint public meetings to review, discuss, and vote on all recommended department/division budgets. Meeting notices are posted at least 48 hours in advance and the agendas are posted on the Town website at www.andoverma.gov. The budget hearings are open to the public and are broadcast live on local access television. The Finance Committee's responsibilities are described in Town By-laws Article III, Section 3 (Composition; term of office; powers and duties). The Town Meeting voters are advised on all financial matters by the nine member Finance Committee, the members of which are appointed by the Town Moderator, who is elected for a one-year term.

BUDGET APPROPRIATION AND AMENDMENT

The legislative body of the Town is an open Town Meeting. All registered voters are entitled to attend and vote on any matter that comes before Town Meeting. Town Meeting has the authority to appropriate funds for the operating budgets and capital projects, except for specific types of expenditures where state statutes or regulations do not require appropriation. Any amendments to appropriations require Town Meeting vote at either a regular or special town meeting (Massachusetts General Laws, Chapter 40, Section 5). The procedures for a town meeting are specified in Town By-laws Article II. The Town Meeting warrant (items to be voted on) is posted on the Town website, and is published in the local newspaper at least 14 days before the day of the town meeting. The Finance Committee mails its report of warrant recommendations to all households at least 10 days prior to scheduled date of Town Meeting.

At Town Meeting, reports and recommendations are presented by the Select Board, Finance Committee, Planning Board, School Committee and other sponsoring parties. Town Meeting votes and appropriates the budget and all other financial articles presented at a town meeting.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

ANNUAL BUDGET SCHEDULE

October – November	Revenue and Expenditure Projections and the 5-Year Capital Improvement Program (CIP) are prepared and distributed to the Select Board, Finance Committee, and School Committee.	
November	Annual operating budget instructions, guidelines and worksheets are distributed to all departments.	
December	Town departments submit budget requests to the Town Manager.	School principals submit budget requests to the Superintendent of Schools.
January	Town Manager reviews budget requests and submits his recommended budget to the Select Board and the Finance Committee.	School Superintendent reviews budget requests and submits her recommended budget to the Town Manager and School Committee.
February – March	Select Board and Finance Committee review Town Manager's Recommended Budget and CIP, and conduct public budget hearings.	School Committee, Finance Committee and Select Board review Superintendent's Recommended Budget, and conduct public budget hearings.
March – April	Select Board and Finance Committee vote on all annual budget and capital requests	School Committee, Finance Committee and Select Board vote on school budget and capital requests.
Ten days before first Town Meeting business session	Finance Committee report, including the town meeting warrant, is mailed to all Andover households ten days prior to the start of Town Meeting.	

ANNUAL BUDGET REQUIREMENTS

Town of Andover Charter

An Act Establishing A Select Board-Town Manager Plan For The Town Of Andover [*Chapter 571 of the Acts of 1956, as accepted in 1958, and revised in 1974*]

§ 15. Estimate of Expenditures.

All boards, officers and committees, of the town shall annually, at the request of the town manager, submit to him in writing a detailed estimate of the appropriations required for the efficient and proper conduct of their respective departments and offices during the next fiscal year. On or before a date established by a Town By-Law [First Friday in February*], the town manager shall submit to each member of the finance committee and of the Select Board a copy of his annual budget, which shall contain a careful, detailed estimate of the probable expenditures of the town for the ensuing fiscal year, including a statement of the amounts required to meet the interest and maturing bonds and notes or other indebtedness of the town, and showing specifically the amount necessary to be provided for each office, department and activity, together with a statement of the expenditures for the same purposes in the two preceding years and an estimate of expenditures for the current year. He shall also submit a statement showing all revenues received by the town in the two preceding years, together with an estimate of the receipts of the current year and an estimate of the amount of income from all sources of revenue exclusive of taxes upon property in the ensuing year. He shall also report to said committee and to the Select Board the probable amount required to be levied and raised by taxation to defray all of the proposed expenditures and liabilities of the town, together with an estimate of the tax rate necessary therefor.

Town of Andover General By-laws

§ 6. Estimate of expenditures.

The Town Manager, in accordance with Section 15 of the Town Charter (Chapter 571 of the Acts of 1956), as amended by the votes of Town Meeting acting on Article 1 of the Special Town Meeting of March 26, 1973, and Article 1, Question 1, of the Annual Town Meeting of March 1, 1974, shall submit his annual budget on or before the first Friday of February of each year. [Amended 4-16-1997 ATM, Art. 53]

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FINANCIAL POLICIES

A. FISCAL POLICIES/GENERAL FUND

1. All current operating expenditures will be paid for with current operating revenues. The purpose of this policy is to maintain a financially sound operating position for the town by promoting Andover's ability to 1) balance its budget on a current basis, 2) maintain reserves for emergencies, and 3) have sufficient liquidity to pay bills on time to avoid short-term borrowing costs. The town will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues or rolling over short-term debt.
2. The combined balance of Free Cash and Stabilization Fund should be maintained at 3%-7% of general fund operating revenues.
 - a. The Town will endeavor to maintain a certified Free Cash balance equal to 3% - 7% of general fund. The Free Cash balance is an important indicator of whether a town is living within its means. A declining balance means that the town is spending more on an annual basis than it is collecting in revenues. Andover's goal is to maintain its Free Cash balance at 3% - 7% as a reserve which can be tapped in case of emergency and to provide enough cash in the bank to meet payrolls and pay the bills without having to borrow in anticipation of taxes. Together with the Stabilization Fund the 3-7% goal is a widely accepted measure of good financial standing and a factor in Andover's bond rating.
Free Cash provides a financial cushion against events such as a sudden loss of a revenue source, an economic downturn, emergency or other unanticipated expenditures, non-recurring capital expenditures and uneven cash flow. A constant decline or a low level of Free Cash indicates a problem in meeting current expenditures and revenue targets, subsidizing the current operating budget, or utilizing reserves for purposes not planned. A sudden decline in free cash may be temporary or related to planned purposes.
 - b. The Town will endeavor to maintain a Stabilization Fund. Funds held in Stabilization may be appropriated for one-time capital expenses only. The Town may appropriate monies into the Stabilization Fund over two or more years for a specific planned capital project in order to avoid borrowing costs.
3. Free Cash in excess of goal should be used for non-recurring or emergency expenditures or appropriated to a stabilization fund for future capital projects and equipment purchases. This goal, combined with Policy 2, will provide a strategy to avoid creating future operating deficits by over reliance on Free Cash to subsidize the operating budget. The policy should allow, once a reasonable level of Free Cash is attained, for a contingency reserve (either appropriated or unappropriated) to be used for expenditures of a non-recurring nature, capital and equipment purchases, or unexpected, nonrecurring small increases in public service costs.

Fiscal Year	Certified Free Cash Going into Town Meeting	Free Cash as % of Budget	Amount Spent by Town Meeting	Amount Remaining after Town Meeting
2010	1,602,874	1.3%	1,123,500	479,374
2011	1,609,894	1.2%	992,000	617,894
2012	1,239,055	0.9%	0	1,239,055
2013	4,073,271	2.6%	3,180,966	892,305
2014	3,963,320	2.4%	3,300,000	663,320
2015	5,761,265	3.3%	4,821,083	940,182
2016	4,843,241	2.9%	3,793,000	1,050,241
2017	5,062,537	2.9%	1,825,000	3,237,537
2018	8,912,647	4.9%	2,714,000	6,198,647
2019	8,807,910	4.9%	3,610,000	5,197,910
2020	9,563,348	5.05%	3,428,870	6,134,478

4. Annual budget should include a Capital Projects Fund from current dollars to maintain an equipment replacement and facilities maintenance schedule equal to 2% of General Fund Operating Budget. Much of the Town's government wealth is invested in our capital plant i.e. buildings, fields, infrastructure, equipment, and vehicles. Long-term debt is an appropriate source of funding for certain types of projects while current revenues should be used for those assets with a short useful life.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

5. Annual budget should include 20% of the property taxes from new growth/construction and should be allocated to capital projects fund. This goal will provide for a source of funding that does not compete with the operating budget but increases or decreases in relation to growth in the budget and growth in the community.
6. Fees and user charges should be reviewed annually in relation to the costs of providing the service. As State and Federal assistance has declined and/or been eliminated, the Town's local non-property tax revenue base has provided more funding for local services. In order to continue to provide these services without an additional burden on the property tax, these fees should be reviewed to cover, when appropriate, any cost increase or decrease associated with delivering that program or service.
7. When positions are funded with grants or user fees, the budget for the use of those revenues should include a transfer to the General Fund to cover employee health insurance costs.

B. FISCAL POLICIES - WATER & SEWER

1. Rates and fees for water and sewer funds should be set at a level to provide for self-supporting operations. The water and sewer funds should be reviewed annually to project revenues and expenditures for the next fiscal year, estimates of current year, and projections for future years. Estimates of capital projects and debt service should be included in order to project the impact on water or sewer rates. Any water or sewer costs not supported by user revenues or betterments would place a requirement on the General Fund for financial support.
2. Betterments will be assessed for water and sewer extensions. In line with Policy 1, water and sewer projects that are extensions on the existing system will be assessed to the property owner according to the betterment formula for water and sewer.
3. Water and sewer main replacements should be scheduled so as to avoid major increases in water and sewer rates. The current water and sewer funds are established as self-supporting on a cash basis. Revenues are planned to cover operating budgets, indirect and overhead costs, and debt service payments. Depreciation is not funded, therefore, a carefully designed replacement plan is necessary to ensure a rate structure adequate to pay all costs including proposed new long-term debt.
4. Water and sewer debt service should not exceed 40% of water and sewer operating revenues. Water and sewer capital plan should attempt to invest in the town's water and sewer system at a rate that does not place dramatic increases on the ratepayer. One method for accomplishing this objective is to relate debt service to operating revenues at the 1994 fiscal year base level. This practice would allow increased investment in the Town's enterprises but in proportion to revenue increases.

C. CAPITAL PLANNING POLICIES

1. General

CAPITAL PROJECT/ITEM: An expenditure of \$15,000 or more with a useful life greater than one year for one of the following purposes:

- Acquisition of land;
- Construction, expansion or renovation of a facility. Facilities include buildings, streets, bridges, sidewalks, parking lots, utilities, playing fields, cemeteries, playgrounds, etc.;
- Acquisition of large capital items including vehicles, technology, communication equipment, etc;
- Facility maintenance projects including roof repair, HVAC, electrical, masonry, painting, carpeting, street resurfacing, sidewalk reconstruction, playground equipment/major repairs;
- Planning, feasibility, engineering or design studies related to a capital project.

CRITERIA FOR SETTING PRIORITIES:

- **Highest priority** – Projects/items essential to protecting the health/safety of the public, employees and school children; Projects essential to protecting public and private property.
- **Second highest priority** – Projects/items without which an existing or critically needed service cannot be properly delivered in terms of quality or dependability.
- **Third highest priority** – Projects/items that produce a cost savings to the Town by reducing future replacement or operating costs; Projects that are responsive to the desires of a significant segment of the community.

FUNDING SOURCES:

- **Borrowing** – Projects/items of \$25,000 or more with a useful life of at least 10 years may be considered for borrowing. The sources of revenues to support Borrowing are:
 - General Fund – Within Proposition 2½;
 - Sewer Enterprise Fund and Water Enterprise Fund;
 - General Fund – With Debt Exclusion Vote.
- **Pay-As-You-Go (PAYGO)** – Projects/items of \$15,000 or more with a useful life of at least 5 years may be considered for PAYGO funding. The sources of Pay-As-You-Go funds are:
 - Capital Project Fund supported by General Fund Revenues;

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

- Water and Sewer Reserves, Cemetery Receipts, Parking Receipts, Field Rental Receipts; and Cable Franchise Fee Receipts;
- General Fund Capital Outlay Exclusion;
- Free Cash warrant articles.
- **Departmental Operating Budget** – Projects/items of less than \$15,000 with a useful life of greater than one year may be considered for funding in departmental operating budgets. The sources of revenues to support Operating budgets are:
 - General Fund
 - Water and sewer reserves, cemetery receipts, parking receipts, and rental receipts;
 - Departmental revolving receipts
- 2. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended. Capital projects may increase future expenses, decrease future expenses or may be cost-neutral. The funding of capital projects may fall within available revenues (taxes or fees) or new revenue sources (debt or capital exclusions). It is important to project the impact that the proposed capital project has on the operating budget so that operating budget funding sources could also be identified or new funding sources recommended.
- 3. Capital projects should be reviewed in relation to impact on property tax limitation and annual operating budgets.
 - a. Projects funded with current tax revenues should identify the impact on the annual operating budget.
 - b. Projects funded with long-term debt and not exempted from Proposition 2 ½ should identify the impact on annual operating budgets.
 - c. Projects funded with long-term debt and exempted from Proposition 2 1/2 should identify the impact on the annual tax rate and/or tax bill. (Debt Exclusion)
 - d. Projects funded with capital exclusion should identify the impact on current annual tax rate and/or tax bill. (Capital Expenditure Exclusion)
- 4. Funding for discretionary capital projects should be contingent on voter approval of either a debt exclusion or capital expenditure exclusion so that the limited resources available within Proposition 2½ remain available for Town and School operating needs and essential capital projects. Non-discretionary projects are those needed to protect health and safety or to meet legal mandates. Debt Exclusions or Capital Expenditure Exclusions may also be considered for non-discretionary projects on a non-contingent basis.

D. **DEBT MANAGEMENT POLICIES**

- 1. Long-term debt should not be incurred without a clear identification of its financing sources. Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources. See Financing Options and Capital Planning policies for further discussion.
- 2. Betterments will be assessed on all capital projects where applicable. (e.g. water, sewer, street, sidewalks, etc.) When specific benefits accrue to property owner(s), betterments will be assessed in accordance with State Statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital project.
- 3. General Fund debt service will not exceed 10% of General Fund revenues. The credit rating agencies, such as Moody's Investors Services, consider debt service on net direct debt (i.e. non-self-supporting) exceeding 20% of net operating revenues as a potential problem. Dramatic increases in debt service also indicate potential problems unless revenue sources increase to keep pace with these additions to fixed costs. The 10% benchmark provides a policy to apply to new projects and the growth of revenues to finance such projects.
- 4. The Town will attempt to maintain a long-term debt schedule so that at least 50% of outstanding principal will be paid within 10 years. Debt service costs include annual principal and interest payments. Debt service costs are also a significant portion of fixed costs. A reasonable maturity schedule not only reduces interest costs but recognizes that capital needs will continue to be identified and recommended. Credit rating bureaus review these maturity schedules and future capital needs.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

FUND DESCRIPTIONS

GOVERNMENTAL FUNDS

Most Town functions are financed through governmental funds. There are four types of governmental funds maintained by the Town: The General Fund, Enterprise Funds, Special Revenue Funds, and the Capital Project Funds.

General Fund: The General Fund is the major operating fund of the Town government, and it accounts for the majority of Town operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the Town's departments and the school system are funded in whole or in part by the General Fund.

Enterprise Funds: The Town maintains two Enterprise Funds: the Sewer Enterprise Fund and the Water Enterprise Fund. Enterprise funds operate primarily by revenue charged for services. Revenue collected for these services are dedicated to the specific purpose of the enterprise operation and cannot be diverted to other unrelated uses.

Special Revenue Funds: The Town maintains several Special Revenue Funds which are used to account for revenues that are legally restricted to being spent for a specific purpose. These revenues must be accounted for separately from the General Fund. Special Revenue funds include:

- **Revolving Funds:** Revolving funds allow the Town to raise revenues from a specific service and use those revenues to support the service without appropriation.
- **Receipts Reserved for Appropriation:** These receipts are special revenues that are restricted to specific use, but also require annual appropriation by Town Meeting.
- **School Grants:** The grants account for education programs under grants received from the state or federal government.
- **Other Intergovernmental Funds:** These funds account for several grants or monies received by the Town from the state or federal government including community policing grants, Chapter 90 highway funds, state election grants, state library aid, and community service programs.
- **Other Special Revenue Funds:** These funds account for miscellaneous special revenues often involving private donations for a specific purpose or departmental gifts.

Capital Project Funds: Capital Projects Funds are used to account for monies expended for the acquisition or construction of major facilities or equipment. The Town's Capital Projects Funds are funded primarily by the receipt of bond proceeds resulting from the Town's issuance of bonds for specific projects.

FIDUCIARY FUNDS

Fiduciary Funds are used to account for assets held by the Town in a trustee capacity, or as an agent for individuals, private organizations, and other governmental units. Fiduciary Funds include expendable trusts, non-expendable trusts, and agency funds.

- **Expendable Trusts:** Expendable Trusts are used to account for monies received by the Town in a trustee capacity where both the principal and the earnings of a fund may be expended.
- **Non-expendable Trusts:** These trusts are used to account for funds where the principal must, by law or covenant, remain intact. Income earned on the non-expendable trust principal may be expended in accordance with the conditions of the trust.
- **Agency Funds:** Agency Funds are used to account for funds that are custodial in nature, collected and expended on behalf of other units of government, such as sales taxes and other fees collected on behalf of and transmitted to state government.

BASIS OF ACCOUNTING

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds, and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, that is, when they become both measurable and available. "Measurable" means the amount of the transaction can be determined, and "available" means collectible within the current period, or soon enough thereafter to be used to pay liabilities of the current period. The Town considers property taxes as available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due.

BUDGET PROCESS, REQUIREMENTS & FUND INFORMATION

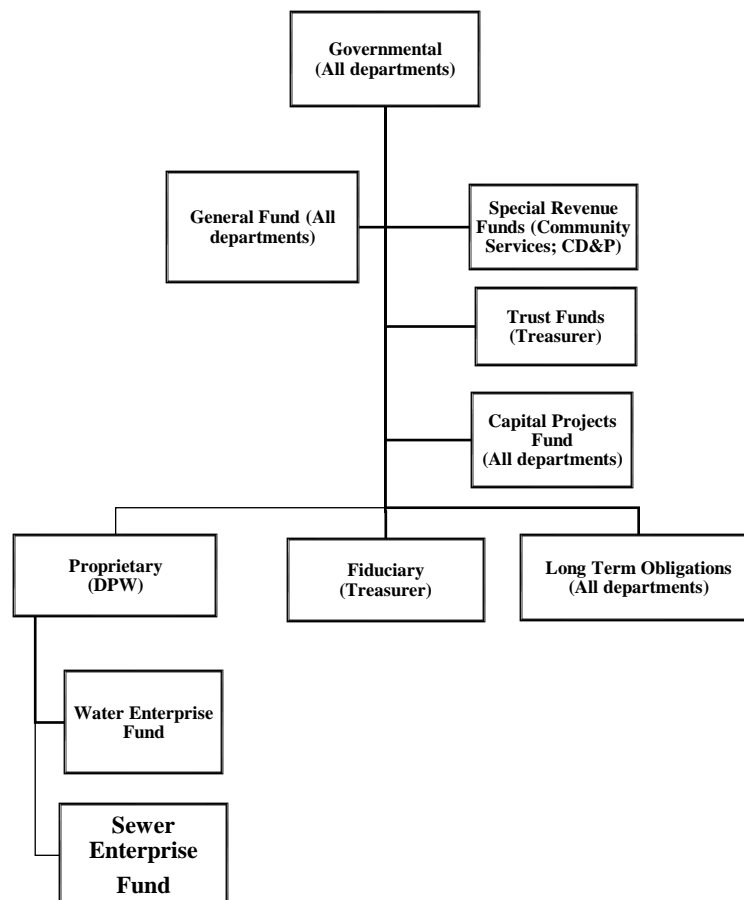
The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

BASIS OF BUDGETING

An annual budget is adopted by Town Meeting for the Town's General Fund. Town Meeting approval is also required for certain special revenue funds and for capital projects funded from borrowing authorizations. The Town's General Fund annual budget is adopted on a statutory basis that differs in some respects from generally accepted accounting principles (GAAP). The major differences between the budgetary basis and GAAP accounting basis are:

1. Budgeted revenues are recorded when cash is received (budgetary basis), as opposed to when susceptible to accrual (GAAP). The property tax levy is recorded as a receivable when levied but then is fully reserved until collected.
2. Encumbrances are treated as expenditures in the year the commitment is made. Certain appropriations, voted by Town Meeting apart from the main budget articles, are referred to as "Special Articles" and under state law are a continuing authorization until the purposes for which the appropriation was initially made have been certified as completed. Special Articles are treated as budgetary expenditures in the year of authorization or the ensuing fiscal year as specified in the vote.

FUND RELATIONSHIP



RatingsDirect®

Summary:

Andover, Massachusetts; General Obligation

Primary Credit Analyst:

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Stable Outlook

Related Research

Summary:

Andover, Massachusetts; General Obligation

Credit Profile

US\$11.58 mil GO mun purp loan bnds ser 2020 due 11/15/2050

<i>Long Term Rating</i>	AAA/Stable	New
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Andover GO

<i>Long Term Rating</i>	AAA/Stable	Affirmed
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Andover GO mun purp ln

<i>Long Term Rating</i>	AAA/Stable	Affirmed
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Rating Action

S&P Global Ratings assigned its 'AAA' rating to Andover, Mass.' series 2020 general obligation (GO) municipal-purpose loan bonds (approximately \$11.6 million) and affirmed its 'AAA' rating on the town's existing GO debt. The outlook on all ratings is stable.

The town's full-faith-and credit pledge, subject to Proposition 2 1/2 limitations, secures the bonds and outstanding GO debt. We rate this issuance based on the application of our criteria "Issue Credit Ratings Linked To U.S. Public Finance Obligors' Creditworthiness," published Nov. 20, 2019. Despite limitations imposed by the commonwealth's levy limit law, we did not make a rating distinction between the town's limited- and unlimited-tax GO pledges.

Andover's GO bonds are eligible for a rating above the sovereign because we think the town can maintain better credit characteristics than the nation in a stress scenario. Under our criteria, titled "Ratings Above The Sovereign: Corporate And Government Ratings—Methodology And Assumptions," published Nov. 19, 2013, the town has a predominately locally derived revenue source with property taxes generating 75% of general fund revenue. The town also has independent taxing authority and treasury management from the federal government.

Officials plan to use series 2020 bond proceeds to fund various capital items and to permanently finance existing short-term debt.

Credit summary

The rating reflects our view that Andover's local economy remains very strong, including its very high wealth levels and overall robust employers, despite the recent regional and national economic recession. The town has historically maintained its reserve levels at about 10% while also adhering to a comprehensive capital improvement plan, funded largely on a pay-go basis. We expect management, with well-embedded financial management policies and practices, will likely continue to produce at least break-even results. We view the town's large pension and other postemployment liabilities as credit factor that is currently manageable, but could present budgetary pressure over the medium-term. Overall, the town has demonstrated a strong trend of stability in key credit factors, which we believe will persist through the slow recovery of the recession. For more information, see "The U.S. Economy Reboots, With

Obstacles Ahead" published Sept. 24, 2020, on RatingsDirect.

The rating also reflects our opinion of the town's:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong management, with strong financial policies and practices under our Financial Management Assessment methodology;
- Adequate budgetary performance, with balanced operating results in the general fund and a slight operating surplus at the total governmental fund level in fiscal 2019;
- Strong budgetary flexibility, with an available fund balance in fiscal 2019 of 10.2% of operating expenditures;
- Very strong liquidity, with total government available cash at 30.2% of total governmental fund expenditures and 6.4x governmental debt service, and access to external liquidity we consider strong;
- Strong debt and contingent liability position, with debt service carrying charges at 4.7% of expenditures and net direct debt that is 46.9% of total governmental fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 68.5% of debt scheduled to be retired in 10 years, but a large pension and other postemployment benefit (OPEB) obligation and the lack of a plan to sufficiently address the obligation; and
- Strong institutional framework score.

Environmental, social, and governance factors

The rating incorporates our view regarding the health and safety risks posed by the COVID-19 pandemic. Absent the implications of COVID-19, we consider the town's social risks in line with those of the sector. We analyzed Andover's environmental and governance risks relative to its economy, management, financial measures, and debt and liability profile and determined that all are in line with our view of the sector standard.

Stable Outlook

Downside scenario

Should budgetary performance and flexibility see sustained and significant deterioration, we could lower the rating.

Very strong economy

We consider Andover's economy very strong. The town, with an estimated population of 35,782, is located in Essex County in the Boston-Cambridge-Newton, Mass.-N.H. MSA, which we consider to be broad and diverse. The town has a projected per capita effective buying income of 201% of the national level and per capita market value of \$245,906. Overall, the town's market value grew by 5.7% over the past year to \$8.8 billion in 2020. While the county unemployment rate was 3.0% in 2019, it has increased as of late due to the COVID-19 pandemic economic closures; the county unemployment was 10.7% in September 2020.

Andover is a primarily residential town, accounting for approximately 81% of total assessed value (AV). The town's location, approximately 25 miles north of Boston, on Interstates 93 and 495, provides residents with access to a broad range of employment opportunities across the deep and diverse MSA economy, with commuter rail stations facilitating travel to Boston and the region.

The town maintains a sizable and diverse high-end economic base; large employers include Raytheon Co. (4,500 employees); the Internal Revenue Service (1,975), which operates a regional service center; Pfizer (1,200); and Putnam Investments (900). Phillips Medical, a previous large employer within the town, relocated elsewhere in 2019; the 140-acre property was sold to Atlantic Management Corp. for \$36 million. License and permitting has remained strong, with investment in commercial and residential development demonstrating stability throughout the recession and nascent recovery. The planning and business development office of the town is facilitating strategies to help local restaurants and hotels adjust to the current restrictions resulting from the pandemic, including allocating parking for outdoor dining and assisting with ramping up curbside pickup capacity. In partnership with the Andover Community Trust, the town has also implemented a rental/mortgage assistance program to assist low to middle-income residents financially affected by the pandemic with up to one month (and maximum of \$5,000) of overdue or future mortgage costs. The town has dedicated \$200,000 of its CARES Act funding to this program.

While we expect some potential softening in the local economy due to the pandemic, overall we expect Andover's economy to remain very strong.

Very strong management

We view the town's management as very strong, with strong financial policies and practices under our Financial Management Assessment methodology, indicating financial practices are strong, well embedded, and likely sustainable.

The town uses identified trends and commonwealth estimates to develop annual revenue and expenditure assumptions, which it then uses to update its five-year budget forecast for complementing capital and budgetary planning. Management regularly monitors its budget, tracks revenue and expenditures, and reports budget-to-actual results to the finance committee at a minimum on a monthly basis. The town is permitted to make midyear budget adjustments, if needed, during special town meetings. It also has a five-year CIP and a capital budget that management approves and reprioritizes annually. The town adheres to a formal debt management policy when planning and addressing capital needs, including a policy that limits debt service in any one year to 10% of budgeted general expenditures, and targets principal amortization at 20 years. It has a formal reserve policy of maintaining reserves between 3% and 7% of expenditures, which it has exceeded recently.

Adequate budgetary performance

We have revised our view of Andover's budgetary performance to adequate from strong, largely due to what we view as uncertainty in the revenue environment during the economic recovery. The town had balanced operating results in the general fund of negative 0.2% of expenditures, and slight surplus results across all governmental funds of 1.1% in fiscal 2019.

The town's fiscal year end is June 30. Its primary revenue source is property tax (75%), followed by intergovernmental revenues (6.9%), and local tax and fee revenues (6.4%).

We adjusted fiscal 2019 budgetary performance to account for recurring transfers and the expenditure of bond proceeds. The town's operational results for fiscal 2019 were positive, resulting in adding approximately \$3.8 million to reserves, attributed to conservative budgeting, in particular with positive variances in hotel/motel tax and motor vehicle tax revenues compared to budget.

Fiscal 2020 year-end estimates indicate the town produced another year of positive operational results, adding approximately \$3.4 million to reserves. In response to the COVID-19 pandemic stay-at-home mandates, the town implemented a mandatory spending freeze as it anticipated reduced revenues from hotel/motel and motor vehicle taxes. Of the \$3.4 million in surplus, \$1.8 million of it derived from unspent appropriations. While the town had some unbudgeted expenses related to the pandemic, the operating budget was not affected. The bulk of its COVID-19-related expenses (primarily for personal protection equipment) was funded via grants, however the town has applied for reimbursement from the state for about \$380,000 in COVID-19-related expenses. The state has allocated \$3.2 million in CARES Act funding to the town for expenses between March 1, 2020 and Dec. 30, 2020.

The town's fiscal 2021 budget is a level services budget, approved by the town at \$202 million, an increase of 4% over the fiscal 2020 budget. State officials have committed to level state aid funding in line with fiscal 2020. The balanced budget includes increases in funding for major obligations, including pensions, education and debt service, as well as significantly modified revenues assumptions compared to 2019 estimates for license, meals and hotel/motel tax revenues (reduced by 25%), and motor vehicle tax revenues (reduced by 15%). Despite this, the town maintains its commitment to fund its capital improvement program, which is largely funded on a pay-go basis by dedicating approximately 5% of its budget to cash fund projects.

Given 2020 estimates and management's track record of producing at least balanced results, we believe that general fund and total governmental fund performance should remain stable. However, we believe future pension and OPEB costs could become a budgetary pressure due to the respective funding ratios and closed amortization schedule. Management is actively making budgetary adjustments when needed for these costs and is actively working to reduce the unfunded liability. The town is funding the actuarially determined contribution for pensions and has begun to prefund OPEBs. Nevertheless, we believe these liabilities could strain future operations, particularly if economic conditions worsen and actuary assumptions are not met.

Strong budgetary flexibility

Andover's budgetary flexibility is strong, in our view, with an available fund balance in fiscal 2019 of 10.2% of operating expenditures, or \$19.7 million.

The town has consistently maintained a strong budgetary flexibility. For fiscal 2020, unaudited results show available reserves at about \$21 million, or 10.3% of expenditures. We anticipate Andover's available reserves will remain stable and at levels we consider strong, given the expectation for continued strong budgetary performance and the stable credit environment.

Very strong liquidity

In our opinion, Andover's liquidity is very strong, with total government available cash at 30.2% of total governmental fund expenditures and 6.4x governmental debt service in 2019. In our view, the town has strong access to external liquidity if necessary.

Andover has maintained very strong cash balances over the past three fiscal years. The town does not have any contingent liquidity risk from financial instruments with payment provisions that change on the occurrence of certain events. We do not consider any of the town's investments risky. Additionally, we believe it demonstrated its strong access to external liquidity through its issuance of GO bonds over the past 20 years. We expect Andover's liquidity

profile to remain very strong throughout the outlook period.

Strong debt and contingent liability profile

In our view, Andover's debt and contingent liability profile is strong. Total governmental fund debt service is 4.7% of total governmental fund expenditures, and net direct debt is 46.9% of total governmental fund revenue. Overall net debt is low at 1.1% of market value, and approximately 68.5% of the direct debt is scheduled to be repaid within 10 years, which are in our view positive credit factors.

Following this issuance, Andover has approximately \$118.6 million of total direct debt. Of that amount, we consider roughly \$18.8 million of enterprise-related GO debt self-supporting, based on three years of evidence that user charges have provided partial coverage to support the obligations. The town expects to issue about \$115 million over the next two to three years to construct a new school, which has the potential of negatively affecting our view of the town's debt profile.

Pension and other postemployment benefits

- In our opinion, a credit weakness is Andover's large pension and OPEB obligation that is currently manageable but may pressure the rating over the medium to long term.
- In fiscal 2019, Andover's pension contributions did not meet our actual static funding progress or our actual minimum funding progress, indicating the growth of the liability was larger than the pension contribution amount for that year.

Andover participates in the following plans as of June 30, 2019:

- Andover Contributory Retirement System: 43.2% funded, \$179.3 million net pension liability.

The town made its full annual required pension contribution in 2019. Andover's combined required pension and actual OPEB contributions totaled 8.2% of total governmental fund expenditures in 2019. Of that amount, 4.9% represented required contributions to pension obligations, and 3.2% represented OPEB payments. The town's net OPEB liability was \$127.8 million at the end of fiscal 2019. In 2017, the town began funding an OPEB trust, which was valued at \$12.5 million at the end of fiscal 2019, or about 9% of the liability. While we acknowledge the town is actively working to moderate its pension and OPEB liability, we continue to see a potential medium-term risk of increased budgetary pressure from such fixed costs, which could translate to rating pressure over the long-term, in particular if the liability continues to grow.

Strong institutional framework

The institutional framework score for Massachusetts municipalities is strong.

Related Research

- Through The ESG Lens 2.0: A Deeper Dive Into U.S. Public Finance Credit Factors, April 28, 2020
- S&P Public Finance Local GO Criteria: How We Adjust Data For Analytic Consistency, Sept. 12, 2013
- Criteria Guidance: Assessing U.S. Public Finance Pension And Other Postemployment Obligations For GO Debt, Local Government GO Ratings, And State Ratings, Oct. 7, 2019

Certain terms used in this report, particularly certain adjectives used to express our view on rating relevant factors, have specific meanings ascribed to them in our criteria, and should therefore be read in conjunction with such criteria. Please see Ratings Criteria at www.standardandpoors.com for further information. Complete ratings information is available to subscribers of RatingsDirect at www.capitaliq.com. All ratings affected by this rating action can be found on S&P Global Ratings' public website at www.standardandpoors.com. Use the Ratings search box located in the left column.

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GLOSSARY OF TERMS

Appropriation :	A sum of money devoted to a specific purpose, typically approved by a vote of Town Meeting.
Assessment/Offsets:	The amount the State automatically deducts from Local Aid to cover town-shared expenses. The primary items that make up this amount are charter school and regional transit assessments.
Balanced Budget:	The Town defines a balanced budget as a budget in which receipts are greater than or (equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Capital (Includes Debt Service):	The Town's capital improvements program policies call for the allocation of approximately 5.72% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects.
Cherry Sheet:	The official notification by the Massachusetts Commissioner of Revenue to municipalities and school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. As the state budget process unfolds updated local aid proposals are posted. Cherry Sheets are issued once the state budget is enacted by the Legislature and approved by the Governor.
Chapter 70 School Aid Cherry Sheet:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State Aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 Highway Funds:	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant. See DOD/DLS website.
Collective Bargaining:	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.

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Debt Exclusion:	This amount represents the voter-approved amount that is used to pay for the construction of two new elementary schools. The state reimburses the town 65% of debt payment. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis.
Debt Limit:	The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 sec. 10, debt limits are set at 5 percent of equalized valuation (EQV). By petition to the Municipal Finance Oversight Board, cities and towns can receive approval to increase their debt limit to 10 percent of EQV.
Designated Unreserved Fund Balance:	A limitation on the use of all or part of the expendable balance in a governmental fund.
Enterprise Funds:	An Enterprise fund, authorized by MGL Ch. 44 §53F ½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the “surplus” or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Presently, Arlington has enterprise funds for Council on Aging Transportation, Recreation, Ed Burns Arena, Water & Sewer, and Youth Services.
Enterprise Fund Debt:	Debt service that is funded from Water & Sewer rates.
Equalized Valuations (EQVs):	The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.
Excess Levy Capacity:	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.
Exempt Debt:	Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½.
Fiscal Year:	A fiscal year runs July 1 through June 30. For example, fiscal year 2014 runs from July 1, 2013 through June 30, 2014.
Foundation Budget:	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.

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Free Cash:	A revenue source that results from the calculation, as of July 1, of a community's remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year just ending, plus unexpended free cash from the previous year. After the books are closed for the year, potential available funds' balances are submitted to the State for certification. Certification of Free Cash is generally submitted to the Department of Revenue in the fall with final certification in late fall or early winter. It is strongly recommended that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.
GASB 34:	A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.
GASB 45:	This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
General Fund	The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.
GIS (Geographic Information System)	A computerized mapping system and analytical tool that allows a community to access information on a parcel, area or community wide basis. It also allows parcels to be identified and sorted on the basis of certain specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains as well as other data.
Levy Ceiling:	A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that, in any year, the personal property taxes imposed may not exceed 2 ½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).
Levy Limit:	A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2 ½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion (See Levy Ceiling).
Local Receipts:	This amount represents the amount of local taxes (excluding property taxes) and fees from all departmental operations retained directly by the town. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licensees, fines and State reimbursements.

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Tax Levy Limit:	This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.
New Growth:	New Growth is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.
Non-Appropriated Expenses:	Expenses which are contained on the cherry sheet from the state and charged to the Town, the largest of which is the annual MBTA assessment. Other non-appropriated expenses include: parking fine registry surcharge, air pollution control district, Metropolitan Area Planning Council, and Charter School Tuition. Overlay reserve is also included in non-appropriated expenses.
Non-Departmental (Healthcare & Pensions)	The Town's non-departmental liabilities includes health insurance and retirement costs for employees and retirees.
Non-Exempt Debt:	Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.
Overlay Provisions:	This amount is requested and set aside by the Assessor's to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor's be used as a source of revenue.
Overlay Reserve:	Unused accumulated amount of overlay for previous years that is not required to be held in a specific overlay account for a given year. Once released by the Board of Assessors, the funds may be used for any municipal purpose.
Payment in Lieu Of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Property Tax:	The property tax levy is the revenue a city or town raises through real and personal property taxes.
Proposition 2 ½	A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.
Reserve Fund:	A fund established by the Annual Town Meeting. It is under the control of the Finance Committee, which may authorize transfers for extraordinary or unforeseen expenditures. The fund may be composed of an appropriation of not more than 5% of the tax levy for the preceding year.

GLOSSARY OF TERMS

School Department:	The Town's largest departmental budget. Funds appropriated to the school department offset the costs of personnel, operating school department facilities, transportation, and other expenses necessary for providing public education in the district.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by two-thirds of Town Meeting.
Surplus Revenue:	The total amount of cash, accounts receivable, and other current assets that exceed liabilities and reserves.
Tax Title:	As collection procedure that secures a city or a towns lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.
Warrant Articles:	Money must be appropriated in the general fund budget for the purposes of funding spending articles approved by Town Meeting.